

**PERCEIVED EFFECT OF TERMS AND CONDITIONS OF SERVICE ON
JOB SATISFACTION AMONG INFLIGHT CREW IN KENYA AIRWAYS**

BY

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my dearest and loving mother Angeline Ayuya, my sister Evelyne and my brother Joe.

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LIST OF ABBREVIATIONS

KQ	-	Kenya Airways
JKIA	-	Jomo Kenyatta International Airport
SPSS	-	Statistical Package for Social Statistics
JDI	-	Job Description Index

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ABSTRACT

Terms and conditions of service are essential aspects of the employment relationship even though they vary in different organizations. Job satisfaction portrays the level of contentment by an individual as a result of their work and work environment. The objective of the study was to establish the perceived effect of terms and conditions of service on job satisfaction among inflight crew in Kenya Airways. The study focused on Kenya Airways inflight crew, both flight attendants and pilots. The study used a descriptive survey research design which was considered appropriate since it involved an in depth study of the terms & conditions of service and job satisfaction. Data was collected using questionnaires which were administered to randomly selected inflight crew who were required to fill and return them for analysis. The study concluded that terms and conditions of service had an effect on job satisfaction. This was evident from the positive, negative and indifferent responses given by Kenya Airways inflight crew on matters regarding terms and conditions of service as well as job satisfaction. Kenya Airways inflight crew agreed that professionalism and ethics were observed and maintained within Kenya Airways and that opportunities were provided for them to utilize their skills and talents. They disagreed that there were clear benefits, clear opportunities for promotion and that there was a degree of independence in their work roles. However, Kenya Airways inflight crew were indifferent on issues regarding their general working conditions, pay & promotion potential, work relationships, use of skills and abilities, job design and feedback. The findings of the study showed that there are challenges of terms and conditions of service and job satisfaction and the perception thereof among inflight crew in Kenya Airways. The study therefore recommended that more research needs to be carried out in other airlines, in Kenya Airways and the airline industry with a focus on all employees to show the various challenges and the various measures put to overcome these challenges entailing terms and conditions of service as well as job satisfaction. This is because terms and conditions of service in different airlines vary.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Terms and conditions of service are important for job satisfaction because they provide clarity of the job itself and what it entails, a full description of the duties and responsibilities, knowledge of remuneration as well as other additional benefits, working conditions, location of the job as well as the organization's values, mission and vision, Torrington et al(2008).Based on the terms and conditions of service, an individual is able to evaluate the options available and determine whether they can align their goals to that of the organization and whether they are comfortable with the terms and conditions provided. An individual's decision to work for an organization is largely based on the terms and conditions of service. Sound collaborative terms and conditions of service explain how employees are buoyant to come to work and how they get enforced to perform their duties, Ramayah et al., (2001).

According to Davis and Newstrom (2006), job satisfaction is seen as the outcome of the worker's appraisal of the extent to which the work environment fulfills the individual needs. (Glumpton 2007) observed that unclear terms and conditions of service led to conflict and low morale among employees. Glumpton (2010) revealed that organizations which improved their terms and conditions of service reported immense positive improvement of employee job satisfaction, motivation levels as well as work morale.

1.1.1 Terms and Conditions of Service

Terms and conditions of service in employment define the essential aspects of the contract of employment or employment relationship. Such terms can be determined by law or by collective agreement. Employers have an obligation to inform employees of the conditions applicable to the contract or other employment relationship which include identities of the parties, place of work, title, grade, nature and category of work for which the employee is employed or a brief specification or description of the work, initial amount and frequency of pay, date of commencement of the contract of employment and its duration.

It also includes length of employee's normal working day or week, information on paid leave and periods of notice in case of termination, Blakemore (2003). Terms and conditions of service in employment is a written agreement between an employer and employee that details the workplace duties and responsibilities of the employees and the compensation the employer provides in return. It typically lays out the wages, bonuses, vacations, medical leave including maternity and paternity, stock options and other benefits and compensation that the worker receives for fulfilling their obligation to the employer. These obligations are also specified in the contract, as is the duration of the worker-employee arrangement, the authority of the employee, ownership of intellectual property and dispute resolution mechanisms. These agreements also include termination provisions and may also include post-employment confidentiality, non-compete and non-solicitation clauses, (Phillip 1991).

According to Torrington et al., (2008), terms and conditions of service in employment contracts vary in all manner of ways but one of the most important distinctions relates to their length. Thus, it may be permanent where it is open ended and without an expiry date, fixed term where it has a fixed start and finish date, although it may have provision for notice before the agreed finish date or it may be temporary for people employed explicitly for a limited period, but with the expiry date not precisely specified. The employer is obliged to give temporary workers an indication in writing at the start of their employment of the expected duration of the job.

According to the Employment Act of Kenya (2007), Part III Section 10, subsection 2, a written contract of service shall state the name, age, permanent address and sex of the employee; the name of the employer; the job description of the employment; the date of commencement of the employment; the form and duration of the contract; the place of work; the hours of work; the remuneration, scale or rate of remuneration, the method of calculating that remuneration and details of any other benefits; the interval at which remuneration is paid; and the date on which the employee's period of continuous employment began, taking into account any employment with a previous employer which counts towards that period; and any other prescribed matter.

Subsection 3 further states that the statement required under this section shall also contain particulars, as at a specified date not more than seven days before the statement, or the installment containing them, is given of any terms and conditions relating to any of the following: entitlement to annual leave, including public holidays, and holiday pay, incapacity to work due to sickness or injury, including any provision for sick pay; and pension and pension schemes, the length of notice which the employee is obliged to give and entitled to receive to terminate his contract of employment; where the employment is not intended to be for an indefinite period, the period for which it is expected to continue or, if it is for a fixed term, the date when it is to end; either the place of work or, where the employee is required or permitted to work at various places, an indication of that place of work and of the address of the employer; any collective agreements which directly affect terms and conditions of the employment including, where the employer is not a party, the person by whom they were made, and; where the employee is required to work outside Kenya for a period of more than one month: the period for which that employee is to work outside Kenya; the currency in which remuneration is to be paid while that employee is working outside Kenya; any additional remuneration payable to the employee, and any benefits due to the employee by reason of the employee working outside Kenya; and any terms and conditions relating to the employee's return to Kenya.

1.1.2 Job Satisfaction

Job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job lead to engagement and therefore job satisfaction while negative and unfavorable attitudes towards the job indicate job dissatisfaction, (Armstrong, 2009). Job satisfaction is the level of contentment portrayed by an individual as a result of their work and work environment. It is a set of favorable and unfavorable feelings with which employees view their work, Davis and Newstrom (2006). Purcell (2003) defined job satisfaction as an employee's effective reaction to a job based on comparing actual with desired outcomes. It is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. Employees expect their job to provide accumulation of features such as pay and promotion for which the employee has certain preferential values.

The range and importance of these values vary across individuals but when the accumulation of unmet expectations becomes sufficiently large, job satisfaction is lower and there is a greater probability of withdrawal behavior. According to Mullins (1985), job satisfaction is more of an attitude and an internal state. It is associated with a personal feeling of achievement. Mullins further points out that job satisfaction is itself a complex concept and difficult to measure objectively. He stated that the level of job satisfaction is affected by a wide range of variables relating to individual factors (personality, education, intelligence and abilities, age, marital status and orientation to work), social factors (relationship with coworkers, group workings and norms, opportunities for interaction) and organizational factors (nature of work, technology management systems and working conditions, industrial relations). These different factors affect job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. Mullins (1985) defined job satisfaction as the extent to which an individual's needs are satisfied. He argued that the level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Purcell et al., (2003) believe that discretionary behavior which helps the firm to be successful is most likely to happen when employees are well motivated and feel committed to the organization and when the job gives them high level of satisfaction. Their research found that the key factors affecting job satisfaction were career opportunities, job influence, team work and job challenges.

1.1.3 Inflight Crew At Kenya Airways

Inflight crew in Kenya Airways includes pilots and flight attendants and they form part of the larger flight operations department in Kenya Airways. Their duties and responsibilities entail ensuring a safe, secure and comfortable flight for the airline's customers., (Kenya Airways Human Resource Department). Inflight crew in Kenya Airways work on shifts as per a twenty eight day roster and the working hours are partly regulated by the Kenya Civil Aviation Authority, (Civil Aviation Amendment Act 2002). Kenya Airways has a total of 473 pilots and 809 flight attendants as at July 2013, figures provided by the airline's human resource department. Kenya Airways flies to 60 destinations and owns 42 aircrafts, (Kenya Airways website as at July 2013).

Flight attendants downed their tools and staged a strike in August 2008 to demand for better terms and conditions of service. Pilots on the other hand have been known to participate in go slows any time they are unhappy with their terms and conditions of service. The trade unions representing the inflight crew are putting immense pressure on the airline management to have favorable terms and conditions of service. In an attempt to cut cost and reduce the wage bill, Kenya Airways cut jobs within the organization resulting in the loss of 150 permanent flight attendant jobs in a controversial retrenchment exercise in September 2012. The airline then embarked on an outsourcing program to employ flight attendants on contract basis. The airline therefore has a mixture of both permanent and contract flight attendants both working under the same work environment but with different terms and conditions of service.

Migai (2010) observes that while the Kenya government has entirely been on an effort to improve the situation of the workforce in Kenya, many of the enshrined laws regulating the workforce in Kenya have been made with no regard to how terms and conditions of service invoke personal feelings of employees working in the airline industry or any other sector. There is therefore a need to investigate what calls for the Kenya government in development and legislation of new workforce regulation policies and whether terms and conditions of service in the policy documents suit the interests of employees working in the airline industry and other sectors in Kenya and whether this is likely to improve their participation in nation building.

1.2 Research Problem

Across the globe, job satisfaction has remained an area of discussion in the management field, psychology and especially in organizational behavior and human resource management. Many researchers have paid attention and inclination towards this subject and its relation to terms and conditions of service in recent years, Kostea (2009). According to Ramayah et al (2001), sound collaborative terms and conditions of service explain how employees are buoyant to come to work and how they get enforced to perform their jobs. Better terms and conditions of service increase job satisfaction. According to Gupta (2008) , if all other things remain equal, higher pay and better opportunities lead to a higher job satisfaction level.

Robbins(2008)observed that the importance therefore of relating terms and conditions of service to job satisfaction is that economically, there will be a reduction in staff turnover, employee strikes and absenteeism which will save costs for regular recruitment of new staff and increase lead time due to time taken out of operation due to strike. He further observed that socially, employees who experience high levels of job satisfaction will remain loyal to their employers and have better relationships with their coworkers, supervisors and management.

Migai (2010) observes that with airlines having exhausted the usual downturn responses like staff cutbacks and reduced flying, the emergence from economic downturn will inform the need for airline boards to put in place various structures to cushion them from further erosion of credibility and hedge against future upheavals by forging sustainable models. This includes among other things motivating staff. Generally, terms and conditions of service among airline employees differ in terms of salary scales and working hours as well as other benefits. In cases where these terms and conditions have not gone down well with employees, they have resulted to downing their tools through strikes and go slows to get have these improved by their employers. An example is the Kenya Airways strike by a section of its employees in August 2008. Due to the increase in operating expenses and the wage bill, most airlines are taking cost cutting measures resulting in job cuts; an example is the recent controversial retrenchment of Kenya Airways employees in September 2012. Trade unions on the other hand are putting immense pressure on airlines to have favorable terms and conditions of service for their members.

Odhiambo (2011) in her study of factors influencing job satisfaction among public secondary school teachers in Rachuonyo South District found that factors such as compensation, organizational policies, workload, communication, advancement, achievement of targets, job enrichment and empowerment affect job satisfaction. Kamweti (2011) in her study of factors that influence job satisfaction in Kenya Commercial Bank cites components such as pay, promotion, benefits, supervisors among other factors as vital to job satisfaction. Gichohi (2009) in her study on the relationship between job satisfaction and stress at the government press noted that there is need by organizations to address issues such as lack of good quality of working life, over or under promoting employees, attention to employees' individual needs, develop policies that take into account personal responsibilities of employees and provide feedback on performance.

Achievable targets should be set as a means of maintaining and retaining staff which eventually contribute to job satisfaction.

Ong'ayo (2008) in her research on factors affecting job satisfaction among the nursing staff at Kenyatta National Hospital found that similar factors as those found by Odhiambo (2011), Kamweti (2011) and Abdullahi (2009) are the major factors affecting job satisfaction. A number of studies have been conducted on job satisfaction among staff as discussed above. To the best of my knowledge, no study has been done on the perceived effect of terms and conditions of service on job satisfaction among inflight crew in Kenya Airways. Thus, there exists a gap which this study seeks to fill. The study seeks to answer the question: what is the effect of terms and conditions of service on job satisfaction among inflight crew in Kenya Airways?

1.3 Research Objective

To establish the effect of terms and conditions of service on job satisfaction among inflight crew in Kenya Airways.

1.4 Value of the Study

This research study is significant to the airlines in highlighting how best their terms and conditions of service have an impact on employee job satisfaction levels. It will also enable airlines to realize how important it is to ensure favorable terms and conditions to its employees help boost their morale and therefore job satisfaction. Airlines can therefore have policies encouraging better terms and conditions of service for its employees thus helping to improve employee relations. The Kenyan government will also benefit from this research as it will create better policies, reintegrate and harmonize terms and conditions of service of all government employees. Other researchers and scholars will benefit as they will have access to more research material on job satisfaction and information that will widen the scope of knowledge available about terms and conditions of service as well as job satisfaction. This will also help in further studies of the topic.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlights issues, importance and the role of terms and conditions of service as well as job satisfaction. It also reviews the effect of terms and conditions of service on job satisfaction in general.

2.2 Terms and Conditions of Service

According to Cascio (1995), one should consider asking for a contract in any business where the competition for talent is intense, where ideas are at a premium, or when conditions of employment differ in unusual ways from a company's standard practices. This is because a contract assures you of a job and a minimum salary for some period of time during which you agree not to quit. However, the issue of a contract should not be raised until the job is offered and a thorough discussion of the terms of employment is done. Armstrong (2009) observed that in an employment contract the employer's obligations include the duty to pay salary or wages, provide a safe workplace, to act in good faith towards the employee and not to act in such a way as to undermine the trust and confidence of the employment relationship. The employee on the other hand has corresponding obligations, which include obedience, competence, honesty and loyalty. He further observes that generally, it is the employer that has the power to dictate the contractual terms unless they have been fixed by collective bargaining. Individuals, except when they are much in demand, have little scope to vary the terms and conditions of service imposed upon them by employers. Inevitably there are conflicts of interest between employers that want to control compliant and high performing employees and employees who want to maintain their rights to "a fair day's pay for a fair day's work." Terms and conditions of service are usually clearly stipulated in the employment contract, the terms implied by common law and statutory requirements.

The Employment Act of Kenya (2007), Part III Section 7 states that no person shall be employed under a contract of service except in accordance with the provisions of this Act. According to Cascio (1995), other typical provisions in the employment contract include one's title, compensation, benefits, stock options, length of vacation, the circumstances under which one can

be fired, severance pay, and, in some cases no-compete agreements. The terms and conditions of service also provide an employer with a fiduciary duty of loyalty which assures the former employer with legal recourse in case an executive joins a competitor and tells all. (Armstrong 2009) noted that terms and conditions of service reflect whether employees will be dealt with fairly and equitably in the employment relationship. He further observed that terms and conditions of service provide express terms defined in writing or orally, implied terms that can be implied into the contract of employment by the nature of the relationship, by conduct of parties or by custom and practice as well as terms implied by statute, that is, the duty of the parties to conform to statutory law. According to the labor guide.co.za (28.05.2013), terms and conditions of service help to regulate clarity of entitlement for both employer and employee as it is conclusive as to what the terms are. The employee's behavior in the workplace is also regulated because all company policies and procedures as well as the disciplinary code form part of the employment contract. Armstrong (2009) observed that terms and conditions of service cover all aspects of a continuous people management process and the effective management means ensuring values are upheld and that a transparent, consistent and fair approach is adopted in dealing with all aspects of employment.

According to Armstrong (2009), the basic requirement for job satisfaction may include comparatively high pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy control over the workplace and work methods. The degree of satisfaction however largely depends upon their own needs and expectations and the work environment. According to Adams (1965), insufficient pay or the perception of inequitable pay is a more decisive determinant of dissatisfaction than sufficient or fair pay is of satisfaction. According to Dessler (2008) on a study of educational support professionals benefits and job satisfaction, he concluded that educational support professionals were largely satisfied with their jobs, work schedules, the hours they work and the level of personal fulfillment provided by the job.

They were also satisfied with their salaries and wages, job security, health and safety, retirement and health insurance benefits. He further observed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions and those who

work in difficult working conditions. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment. As a result of these improvements it is possible that satisfaction with working conditions of workers who work in difficult working conditions increases. A study by Adams (2004) concluded that many employed physicians in Munich are dissatisfied with their job due to the burden of long working hours. According to Herzberg's theory on job satisfaction, job content in terms of achievement, recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not cause dissatisfaction. Where the job is less specialized there is higher job satisfaction. According to Nzuve (2007), job enlargement involves expanding a particular job content horizontally, thus increasing the range of its duties and responsibilities. Routine, dull and repetitive or boring work often leads to job dissatisfaction. Sarwar and Abugre (2013) found that higher rewards and satisfied employees in work organizations play a major role both in the promotion of employee job satisfaction and consequently higher productivity.

Guest (2000) highlighted organizational inability to induce job satisfaction as one of the paramount indicators of deteriorating conditions in the workplace. He further noted that negative impacts on employees resulting from organizational structure include heightened anxiety, increased affective symptoms of strain, challenges to personal identity, increased work family conflict, perceived loss of control in the workplace and reduced job satisfaction. Organizational policies that promote employee dignity, positive attitude and morale could push up job satisfaction which changes perception about work. That way, employees are enabled to enjoy their responsibilities and perform well in their assignments. Kosteas (2009) notes that receipt of a promotion and the expectation that a promotion is possible result in higher job satisfaction. Promotions can be a very effective way for firms to elicit positive behavior from their employees. Firms can maintain a high level of job satisfaction even for workers not receiving a promotion if they can maintain the worker's belief that a promotion is possible.

2.3 Job Satisfaction

According to Capelli (1999), employees who are not satisfied in their jobs may appear apathetic and may tend to consider problems and issues as insurmountable obstacles to progress. Those who lack job satisfaction might have poor attendance and time keeping records and might appear

uncooperative and resistant to change. According to Kuokkanen et al (2003), the three common denominators of job satisfaction are work, environment and professional factors. Among them, factors related to work and environment such as social integration, communication and management style play a significant role in job satisfaction. Ivancevich (2004) argued that for employees to be productive, they must feel that the job is right for their abilities and that they are being treated equitably. For many employees, the job is a source of personal identity. Most people spend the majority of their time getting to and from work. Thus, their identity is tied closely to their job. He further observes that satisfied employees are not automatically more productive. However, unsatisfied employees do tend to quit more often, or be absent more frequently, and produce lower quality work than satisfied workers. Nevertheless, both satisfied and dissatisfied employees may perform equally in quantitative terms. Armstrong (2009) noted that unless job conditions are changed, dissatisfied employees would definitely opt to change the job. In most cases, this would be in the form of either internal transfer or quitting the job for good depending on if the dissatisfaction is job specific or related to organizational policies.

Dessler (2008) argued that an inspired workplace will result in inspired workers and draws attention to the importance of the atmosphere, quality and style of buildings and offices for work performance. Karsh et al., (2005) found that in a supportive work environment, employees are encouraged by the management to act on their expertise and judgment and subsequently there is an increase in their job satisfaction. Several studies by Kim (2002), Laschinger et al., (2001), and Ting (1996) indicate that satisfied workers have intrinsic work motivation, higher productivity, and lower absenteeism and turnover. Hence organizations that have satisfied workers are more efficient and effective. Graham (1991) state that from the employees point of view, work brings many kinds of rewards such as money, friendship, status and achievement among other things. They further argue that although a manager who is successful in increasing job satisfaction of employees may or may not benefit from an increase in their productivity, the manager will probably find that the costs of running the department are reduced. Labor turnover and absence can be extremely expensive to the company and may well be reduced if jobs are made more satisfying.

2.4 Effect of Terms and Conditions of Service on Job Satisfaction

A study done by Beckmann et al., (2009) found that from the view of firms, fixed term employment appears beneficial for at least two reasons. First, fixed term employment can be used as an instrument of flexible adjustment. In this case, fixed term workers serve as a buffer stock allowing firms to keep their labor demand flexible at low cost. Second, fixed term contracts may be used as a screening device, where fixed term workers are tested for permanent positions. However, the success of the adoption of the fixed term contracts does not only depend on the employers' objectives, but also on the acceptance or responsiveness of the concerned workers. In principle, fixed term contracts can either have a positive or negative effect on employees' job satisfaction.

An explanation which supports the view of a negative relationship can be derived from the theory of segmented labor markets introduced by Doeringer and Piore (1971). The simultaneous use of permanent and fixed term workers is associated with a separation of the workforce into two segments. One segment contains the permanently employed core workers, while the other segment contains the peripheral fixed term employees. The essential point is that permanent and fixed term workers face different and segment specific working conditions.

While the segment of the permanent core workers is characterized, for example, by employment protection (at least to a certain degree), appealing wages and existing training and promotion options, the fixed term workers belonging to the peripheral segment are much more likely to suffer from insecure jobs, wage penalties, unsatisfactory working hours, less employer provided training opportunities, and limited career options (Wooden and Warren, 2003). Hence, the segmentation strategy may induce the fixed term workers to feel like second class members of the workforce. As a result, fixed term workers are expected to report lower levels of job satisfaction than permanent workers.

Another view that a fixed term contract is likely to deteriorate workers job satisfaction can be derived from the psychological contract theory (Guest, 2000). According to this theory, contracts are typically characterized by an employee's perception of reciprocal obligations between employer and employee. The substance of these obligations refers to the workers contributions to the organization (for example effort, ability, loyalty) in relation to the returns of the employer (for example payment, job security, promotion opportunities) (Isaksson et al., 2003). The

psychological contract theory implies that productive working hours requires the workers' contributions and rewards to be balanced.

When employees perceive inequality between contributions and rewards, they assess the psychological contract to be violated. As a consequence, job satisfaction will decline encouraging the employee to restore equality. For example, if fixed term workers have more limited psychological contracts than permanent workers or if managers feel less compelled to keep their promises to fixed term workers as opposed to permanent workers, job satisfaction of the former is likely to decline due to the perception of unfair treatment (Guest and Clinton, 2006). According to psychological contract theory, therefore, fixed term workers may perceive an inequality between contributions and rewards, when they are unlikely to be promoted to the aspired permanent job or receive a low wage despite high effort.

A related theoretical explanation for the expected negative relationship between fixed term contracts and job satisfaction can be derived from equity theory (Adams, 1965; Robbins and Judge, 2008). According to equity theory, workers are inequality averse and compare their reward-contribution ratio with the corresponding ratio of coworkers. If a worker identified inequality, that is, the reward-contribution ratio of a reference worker exceeds that of his own, he would take actions to reduce the perceived inequality. In the present case, fixed term workers may choose permanent workers as the reference group. If they identify equal effort levels but lower wages or less job security compared to permanent workers, fixed term workers are likely to perceive relative deprivation and inequality at their expense (Pearce, 1998). Consistent with equity theory, the perception of being disadvantaged relative to reference workers is associated with a declining level of job satisfaction (Beard and Edwards, 1995; Kochan et al., 1994).

The discussion so far is consistent with the view that fixed term employees are expected to be less satisfied with their jobs than permanent workers. However, there are also arguments contradicting this view. For, example, according to the literature of changing employment prospects and job insecurity (Cappelli, 1999; Burchell et al., 2002), it is nowadays no great advantage of having a permanent job compared to having a fixed term contract. In times, where not only unsuccessful firms but also employment prospects may concern the jobs of both permanent and fixed term workers. As a consequence, permanent jobs need not necessarily be

more secure than temporary jobs thus leading to the conclusion that permanent and fixed term workers may exhibit similar levels of job satisfaction (Guest and Clinton, 2006).

Fixed term workers can even be assumed to be more satisfied with their jobs than permanent workers. This may yield, for example, if the temporary job is the only chance for a worker to leave unemployment. Hence, having got a job at all may be more important to fixed term workers than for workers who are employed on the basis of a permanent contract. Permanent workers who feel that their jobs are relatively secure may value pure employment status less than temporarily employed workers, who are glad not to be unemployed anymore. Hence, a relatively high job satisfaction of fixed term employees may result from a higher valuation of the employment status or from a lower aspiration level with respect to the job compared to permanent workers.

In this sense, fixed term workers are likely to be more easily satisfied, because they have lower expectations about the employer's behavior and duties (Van Dyne and Ang, 1998). Note that this view is consistent with the expectancy theory (Vroom, 1964; Robbins and Judge, 2008). Another argument is that fixed term workers may have higher job satisfaction levels, because they are strongly motivated to achieve a permanent job in the future. This point is related to the tournament theory of Lazear and Rosen (1981). In this context, temporarily employed workers compete against each other to achieve a permanent job. Hence, the winner's prize is a promotion from fixed term to permanent employment. When firms use fixed term contracts as a screening device and actually offer their temporarily employed workers the opportunity to be promoted to a permanent job, high effort levels which are necessary to obtain the permanent job and high job satisfaction levels may coincide.

A final reasoning emphasizes the deviating attitude of workers to work. More precisely, some workers may prefer the more limited commitments that are typically associated with non permanent jobs (Guest and Clinton, 2006). These workers consciously search for temporary job opportunities and do not seek long-term jobs at all, because they value job mobility more than job security. More precisely, they aim at gaining experience and expertise with different tasks and jobs, thus following a concept of employment security rather than job security. Another reason for voluntarily accepting a fixed term contract is that the wanted job only comes on a non permanent basis. As a consequence, workers who have voluntarily chosen a fixed term contract

are likely to be satisfied with their job and perhaps even more satisfied than permanent workers. Several theories have been used to account for why contingent workers may experience lower levels of job satisfaction. More specifically, social comparison theory has been used to explain why contingent workers may experience lower job satisfaction.

Social comparison theory explains how workers compare their received outcomes to the outcomes received by others. Other workers may receive higher outcomes for their human capital based on their membership in primary labor markets. According to the dual economy model, workers in primary or internal labor markets receive higher returns on their human capital than workers in secondary or external labor markets Karsh (2005). Workers in secondary labor markets compare their lower outcomes to the higher outcomes received in primary labor markets. When these outcomes are compared, workers in secondary labor markets feel a sense of deprivation when desired outcomes are not received. By applying the dual economy model to contingent work, contingent workers compare their outcomes to permanent employees and experience deprivation when they receive lower outcomes (Isaksson et al., 2008).

Likewise, it has been argued that permanent employees belong to the core of organizations and contingent workers are on the periphery (Isaksson et al., 2003). However, this distinction is also somewhat problematic because contingent workers may perceive that they are core employees when they are involved in core tasks, their tenure with organizations is over an extended period of time, and they are valued as core employees. On the other hand, permanent employees may perceive that they are on the periphery when they are involved in peripheral tasks to organizations. Even though the distinction is somewhat problematic, when contingent workers perceive that they are not valued as core employees, they may experience unfavorable consequences (Guest *et al.*, 2006).

When contingent workers experience differential human resources practices, such as fewer benefits and less training, they may experience a sense of deprivation. Because of these differential practices, contingent workers do not perceive that they are valued workers (Guest *et al.*, 2006). As a result, it is often expected that contingent workers will experience lower psychological outcomes (e.g., job satisfaction) than permanent employees. Some researchers have suggested that the referent other of contingent workers may be unemployed individuals, and

outcomes such as income, may be evaluated more positively because the frame of reference is based on having no work.

Likewise, the “referent other” for contingent workers may be that of contingent workers in their organizations, contingent workers in other organizations, and other types of contingent workers (e.g., comparing contractors with temporary workers). Although it is possible that contingent workers compare their outcomes to other contingent workers, much theoretical and some empirical evidence suggests that contingent workers choose permanent employees as their referent group. Thus, as workers on the periphery of organizations in secondary labor markets, contingent workers experience a sense of deprivation when they receive differential outcomes.

Another stream of research that has been used to explain differences in work attitudes is volition. Voluntary workers choose contingent work because they desire outcomes such as freedom, variation, flexibility, growth opportunities, social variety, and increased balance with other activities (Guest & Clinton, 2006). On the other hand, involuntary workers perform contingent work because they lack other employment alternatives. Hence, it is expected that voluntary contingent workers will experience favorable outcomes (e.g., higher job satisfaction) compared to involuntary contingent workers (e.g., lower job satisfaction). Indeed, empirical findings on contingent work indicate that voluntary workers report higher job satisfaction than involuntary workers. However, findings also suggest that voluntary permanent employees experience higher levels of job satisfaction than involuntary permanent employees. Thus, the influence of contract type (i.e., permanent or contingent) on job satisfaction cannot be explained by volition (Guest & Clinton, 2006).

In other words, while it is evident that voluntary workers are more satisfied than involuntary workers, because employees, regardless of their employment status, experience different levels of volition, the concept of volition does not explain why contingent workers may experience lower job satisfaction than their permanent counterparts. Even though certain theories have been used to predict that contingent workers will experience lower job satisfaction than permanent employees, other theories have been used to explain surprising findings that contingent workers are equally satisfied or more satisfied than permanent employees.

Specifically, expectancy theory has been used to explain higher levels of contingent workers' job satisfaction. Expectancy theory refers to individuals' behaviors that are, in part, based on the expected level of satisfaction from outcomes (Vroom, 1964). When workers are neutral towards receiving outcomes (e.g., benefits), then it is said that outcomes have little valence to motivate workers' behaviors. On the other hand, outcomes that are desired by workers are considered as positive valence, whereas negative valence occurs when workers prefer not to have outcomes (Wooden, 2003). What is important here is that contingent workers and permanent employees may desire different outcomes. That is to say, "contingent workers who do not expect, or assign importance to, certain outcomes are not dissatisfied when their jobs fail to provide these outcomes". In other words, outcomes have little valence in terms of motivating behaviors because they are not expected or assigned importance. In contrast, permanent employees may experience job dissatisfaction when desired outcomes are not provided. Permanent employees therefore may have higher expectations than contingent workers and may be more easily dissatisfied when outcomes fall short of these higher expectations. Expected outcomes closely tie in with the notion of psychological contracts.

Social exchange theory refers to unspoken social exchanges or voluntary actions among individuals who expect that actions will be reciprocated (Vroom, 1964). Similarly, psychological contracts are implicit understandings between two parties (Adams, 1965); hence they are often unwritten commitments that operate at all times. It has been suggested that some contingent workers (e.g., temporary agency workers) may have transactional contracts, which are characterized by an economic focus, specific and close-ended time frames, narrow scopes, stable tendencies, and observable natures. On the other hand, permanent employees may have more relational psychological contracts, which tend to have a socio-emotional focus, indefinite and open-ended time frames, pervasive scopes, dynamic tendencies, and subjective natures (Rousseau, 1990).

Robbins, (2008) found that contingent work is more transactional because it is narrowly defined and short-term in focus, although other research did not find a difference in transactional and relational psychological contracts between permanent employees and contingent workers. It may be that permanent employees have broader psychological contracts that are more sensitive to

breaches (Guest & Clinton, 2006). On the other hand, contingent workers' psychological contracts are limited in their potential to be breached.

If permanent employees experience more violations to their psychological contracts, they may report lower job satisfaction than contingent workers because violations in psychological contracts predict lower job satisfaction (Robbins, 2008). For instance, permanent employees are more likely to experience violations to their psychological contracts when they experience job insecurity; however job insecurity is not typically part of contingent workers' psychological contract. Thus, when contingent workers experience job insecurity, they do not perceive violations to their psychological contracts, and hence, they do not experience job dissatisfaction. In contrast, when permanent employees experience job insecurity, they may feel that their psychological contracts have been violated, and thus, experience job dissatisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used in the collection of data; the research design, population, sample design and data analysis.

3.2 Research Design

The study used descriptive survey research design because it was considered appropriate to get more information on the areas of study which included terms and conditions of service and job satisfaction. This descriptive survey design gave the inflight crew in Kenya Airways perspectives of their terms and conditions of service and job satisfaction and gave them an equal opportunity to respond to them.

3.3 Population

The population of the study consisted of all 1,282 inflight crew made up of 473 pilots and 809 flight attendants as at July 2013, a figure provided by the Kenya Airways human resource department.

3.4 Sample Design

A sample size of 64 respondents was selected randomly to generalize the result. 24 pilots and 40 flight attendants were selected, representing 5% of the total population, respectively.

3.5 Data Collection

Primary data was used in the study. The data was collected using semi- structured questionnaires. The questionnaire was divided into 2 sections. Section one was on demographics, section two on terms and conditions of service as well as job satisfaction. Job satisfaction was measured using the job description index (JDI) developed by Smith (1969). The JDI was chosen because it has shown by extensive research to be reliable and valid measure of job satisfaction. Drop and pick method was used to administer the questionnaire.

3.6 Data Analysis

The data was coded, tabulated and analyzed using Statistical Package for Social Science (SPSS) software and Excel. Descriptive statistics such as frequency distribution and percentages were used to analyze the demographic data. Research questions were analyzed using descriptive statistics. Tables were used to present the responses for each item used. The number of persons among the total group giving responses were converted to percentage value. Descriptive statistics using mean and standard deviation were used to analyze the relationship between terms and conditions of service as well as job satisfaction.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter, the data collected during the research was analyzed and reported as per the research methodology. The objective of this study is to establish the perceived effect of terms and conditions of service on job satisfaction among in flight crew in Kenya Airways. The respondents in this study were in flight crew in Kenya Airways including both pilots and flight attendants also referred to as cabin crew. From the sample size of 64 respondents, only 61 respondents filled and returned their questionnaires constituting a 95% response rate. A very good response rate for such a study.

4.2 Demographic Characteristics

This section sought information on the demographic characteristics of the respondents in a bid to establish if they were well suited for the study. This specifically captured the gender, age, number of years in employment and level of education of the respondents. It also captured the number of years the organization has been in existence and whether the respondents were aware of this, whether respondents thought Kenya Airways had clear terms and conditions of service, whether respondents were employed on a permanent or temporary basis and whether the respondents thought the terms and conditions of service of Kenya Airways had an effect on their level of job satisfaction.

4.2.1 Gender of Respondents

The study sought to establish the gender of the respondents. This was important because gender will enable us deduce how the different genders in the Kenya Airways in flight crew tend to perceive the effect of terms and conditions of service on job satisfaction within the organization. The findings were presented in Table 4.1

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage (%)
Female	34	56
Male	27	44
Total	61	100

Source: Author, 2013

From the study findings, 56% of the respondents were female and 44% were male. The findings indicate that females are more than males. However, flight attendants are mostly female as compared to pilots who are mostly male. This implied that the gender of the respondents will not affect the results of the study to a large extent.

4.2.2 Age of the Respondents

The study sought to establish the age bracket of the respondents. Perceptions depend mainly on the maturity level of the respondents making age an important aspect in conducting the study. The findings were presented in Table 4.2

Table 4.2: Age of the Respondents

Age	Frequency	Percentage (%)
18-25	5	8
26-33	35	57
34-41	15	25
42-49	4	7
50 years and above	2	3
Total	61	100

Source: Author, 2013

From the study, majority of the respondents, 57% were in the 26-33 age bracket, 25% were in the 34-41 age bracket, 8% were in the 18-25 age bracket, 7% were in the 42-49 age bracket and 3% were aged 50 years and above. The findings imply that majority of the respondents were mature.

Age distribution may have an implication on the perception of the effect of term and conditions of service on job satisfaction. How the different age groups perceive the effect of term and conditions of service on job satisfaction may vary widely depending on the age of the respondents.

4.2.3 Years in Employment

The study sought to establish the number of years the respondents have been in employment in Kenya Airways. This helped in determination of whether the respondents have been in the organization long enough to give accurate responses. It is also important as it influences the perception on whether terms and conditions of service have an effect on the level of job satisfaction of the respondents. The findings were presented in Table 4.3.

Table 4.3: Years in Employment

Years	Frequency	Percentage (%)
Less than 5 years	13	21
6-10 years	37	61
11-15 years	6	10
16-20 years	2	3
More than 20 years	3	5
Total	61	100

Source: Author, 2013

From the study, majority 60% of the respondents had been in employment for 6-10 years, 21% for less than 5 years, 10% for 11-15 years, 5% for more than 20 years and 3% for 16-20 years. The findings imply that about 79% of the respondents had been in employment for more than 10 years and were therefore able to clearly understand the terms and conditions of service and whether they had an effect on their level of job satisfaction.

4.2.4 Level of Education

The study sought to establish the education level of the respondents. This was an important aspect in the study as it would determine whether the respondents understood the study and what

it entailed to achieve. It may also influence the respondent's perception of the study. The findings were presented in Table 4.4

Table 4.4: Level of Education

Education level	Frequency	Percentage (%)
Certificate	5	8
Diploma	19	31
Degree	36	59
Postgraduate degree	1	2
Total	61	100

Source: Author, 2013

From the study findings, majority of the respondents 59% had university degrees, 31% had diplomas, 8% had certificates and 2% had post graduate degrees. The findings imply that majority of the respondents are university graduates with an understanding of the organization's terms and conditions of service and its effect on their levels of job satisfaction if any.

4.2.5 Existence of Clear Terms and Conditions of Service

The study sought to find out from the respondents whether they thought Kenya Airways had clear terms and conditions of service. This would provide a clear view of whether the terms and conditions of service had an effect on their level of job satisfaction. The findings were presented in Table 4.5

Table 4.5: Existence of Clear Terms and Conditions of Service

Existence of clear terms and conditions of service	Frequency	Percentage (%)
Yes	58	95
No	3	5
Total	61	100

Source: Author, 2013

The findings indicated that 95% of the respondents agreed that the airline had clear terms and conditions of service while 5% disagreed. This showed that majority of the respondents had a clear idea of what their terms and conditions were and whether they had an effect on their level of job satisfaction.

4.2.6 Contract Type

The study sought to establish whether the respondents were on permanent contracts or temporary contracts. The differences or similarities in the contract types held by the respondents would enable them give a clear view on whether their terms and conditions of service had an effect on their level of job satisfaction. The findings were presented in Table 4.6

Table 4.6: Contract Type

Contract type	Frequency	Percentage (%)
Permanent	47	77
Temporary	14	23
Total	61	100

Source: Author, 2013

From the study findings, 77% of the respondents were on permanent contracts while 23% were on temporary contracts. This implied that the respondents would maybe have different views on whether their terms and conditions of service had an effect on their level of job satisfaction.

4.2.7 Effect of Terms and Conditions of Service on Job Satisfaction

The study sought to establish whether the respondents thought that their terms and conditions of service had an effect on their level of job satisfaction. The answer to this question would provide an overview on whether there was an effect of terms and conditions of service on job satisfaction among the respondents. The findings were presented on Table 4.7

Table 4.7: Effect of Terms and Conditions of Service on Job Satisfaction

Effect of terms & conditions of service on job satisfaction	Frequency	Percentage (%)
Yes	56	92
No	5	8
Total	61	100

Source: Author, 2013

Findings from the study indicate that majority, 92% of the respondents agreed that their terms and conditions of service had an effect on their level of job satisfaction while 8% disagreed. This implied that majority of the respondents were well aware that their terms and conditions of service had an effect on their level of job satisfaction and would therefore provide accurate responses during the study.

4.3 Terms & Conditions of Service and Job Satisfaction

The study sought to establish the extent to which employees agreed with the issues about their terms and conditions of service and its effect on their level of job satisfaction at Kenya Airways. The respondents were asked questions on their terms and conditions of service with issues pertaining to their satisfaction of their general working conditions, pay & promotion potential, working relationships, use of their skills & abilities, job design and feedback. The respondents were asked to rate the factors influencing their perception on their terms and conditions of service as well as job satisfaction using a likert scale of 1 to 5; (1: totally disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, 5: totally agree).

Means for the factors were established in order to provide a generalized overview of all the respondents. Means less than 1.5 implied that the employees totally disagreed with the statement. Means greater than 1.5 and less than 2.5 implied that employees disagreed with the statement. Means greater than 2.5 and less than 3.5 implied that the employees neither agreed nor disagreed with the statement. Means greater than 3.5 and less than 4.5 implied that the employees agreed with the statement. Means greater than 4.5 implied that the employees totally agreed with the statements on their terms and conditions of service. The standard deviation on the other hand describes the distribution of the response in relation to the mean. It provides an indication of how

far the individual responses to each statement vary from the mean. A standard deviation of more than 1 indicates that there is consensus on the responses obtained.

4.3.1 The General Working Conditions

The respondents were asked to state to what extent they agreed with statements on their terms and conditions of service and their effect on their general working conditions. The results are indicated in table 4.8 below

Table 4.8: The General Working Conditions Results

Statement	Mean	Standard Deviation
My Terms and conditions of service provide clarity on the quantity of work expected from me.	3.44	1.10
I would say that my terms & conditions of service clarify the nature of my supervision in my job.	3.07	0.89
I would say that my terms and conditions of service provide for favorable working conditions that address health and safety issues at my work place.	3.05	0.90
I would say that my terms and conditions of service provide me with a sense of job security.	2.95	1.01
I would say my terms and conditions of service provide for flexible working hours that help improve my performance.	2.69	1.13
My terms and conditions of service provide clear discipline handling procedures that I feel are fair.	2.65	0.88
My terms and conditions of service clearly state the amount of paid vacation time and sick leave offered to me.	2.57	0.94

Source: Author, 2013

From the analysis in table 4.8 above, the respondents were not sure as to whether their terms and conditions of service provided clarity on the quantity of work expected from them as well as the nature of supervision in their job as indicated by a mean moderate of 3.44 and 3.07 respectively. The respondents were not sure whether their terms and conditions of service provided for favorable working conditions that address health & safety issues, a sense of job security, flexible working hours that helped improve their performance and clear discipline handling procedures. This was indicated by a moderate mean of 3.05, 2.95, 2.69 and 2.65 respectively. The respondents were also not sure as to whether their terms and conditions of service provided clarity on the amount of paid vacation time and sick leave offered to them represented by a moderate mean of 2.57.

There was a consensus in the responses by inflight crew in Kenya Airways regarding their terms and conditions providing clarity on the quantity of work expected from them, provision of a sense of job security and flexibility in working hours that help improve their performance as indicated by standard deviations of 1.10, 1.01 and 1.13 respectively. There was however no consensus in the responses inflight crew in Kenya Airways gave on their terms and conditions of service pertaining to clarity of the nature of supervision in their work, favorable working conditions that address health and safety issues, discipline handling procedures and the amount of paid vacation time and sick leave offered to them. This was indicated by standard deviations of 0.89, 0.90, 0.88 and 0.94 respectively.

In conclusion therefore, Kenya Airways inflight crew were indifferent with issues on their terms and conditions of service pertaining to their general working conditions.

4.3.2 Pay and Promotion Potential

The respondents were asked to rate the level to which they agreed to their terms and conditions of service and how best it took care of their pay and promotion matters. The results are indicated in table 4.9 below.

Table 4.9 Pay and Promotion Potential Results

Statement	Mean	Standard Deviation
I would say that my terms & conditions of service are clear on the recognition to receive for work accomplished at my workplace.	2.93	1.11
My terms & conditions of service provide for a salary that is based on my qualification and is satisfactory enabling me to be self- reliant and perform my duties better.	2.50	1.11
I would say my terms and conditions of service provide clear benefits (Health insurance, life insurance, etc.) for me.	2.28	0.86
I would say my terms & conditions of service provide clear opportunities for my promotion.	2.10	0.87

Source: Author, 2013

From the analysis on table 4.9 above, the respondents were not sure whether their terms and conditions of service were clear on the recognition to be received for work accomplished at their workplace as indicated by a moderate mean of 2.93. The respondents were also not sure whether their terms and conditions of service provided for a salary that was based on qualification and that was satisfactory to enable them be self-reliant and perform their duties better. This was indicated by a moderate mean of 2.50. The respondents disagreed that their terms and conditions of service provided clear benefits and clear opportunities for promotion as indicated by a mean of 2.28 and 2.10 respectively.

There was a consensus on the responses on matters pertaining to terms and conditions of service and their provision of clarity on the recognition to be received for work accomplished as well as salaries that were based on qualification and were satisfactory in enabling the respondents to be self-reliant. This was indicated by standard deviations of 1.11 for both issues. There was however no consensus in responses on matters pertaining to terms and conditions of service providing clear benefits and clear opportunities for promotion as indicated by standard deviations of 0.86 and 0.87 respectively.

In conclusion therefore, inflight crew in Kenya Airways were indifferent on matters pertaining to there being clarity on recognition to be received for work accomplished and salaries being based on qualifications. They however disagreed that their terms and conditions of service provided clear benefits and opportunities for promotion in Kenya Airways.

4.3.3 Work Relationships

The respondents were asked to rate to what level they agreed on how their terms and conditions of service influenced their work relationships. The results are indicated in table 4.10 below.

Table 4.10: Work Relationships Results

Statement	Mean	Standard Deviation
My terms & conditions of service ensure that professionalism and ethics are observed and maintained within my work environment.	3.74	1.03
I would say that my terms and conditions of service are clear and influence relationships with my coworkers, supervisors and subordinates.	3.46	1.21
I would say that my terms and conditions of service portray leaders in my work environment as role models.	3.28	1.02

Source: Author, 2013

From the analysis in table 4.10 the respondents agreed that their terms and conditions of service ensured professionalism and ethics were observed and maintained within their workplace as indicated by a mean of 3.74. The respondents were however not sure whether their terms and conditions of service were clear enough to influence their relationships with coworkers, supervisors and subordinates as indicated by a moderate mean of 3.46. The respondents were also not sure whether their terms and conditions of service portrayed leaders in their work environment as role models as indicated by a moderate mean of 3.28.

There was a consensus in the responses on matters pertaining to terms and conditions of service ensuring professionalism and ethics were observed and maintained, influence of relationships with coworkers, supervisors and subordinates as well as portrayal of leaders as role models within the organization. This was indicated by standard deviations of 1.03, 1.21 and 1.02 respectively.

In conclusion therefore, inflight crew in Kenya Airways agreed with issues pertaining to terms and conditions of service ensuring that professionalism and ethics were observed and maintained within their work environment. On the other hand, inflight crew in Kenya Airways were indifferent on matters of the clarity of their terms and conditions of service and the influence on work relationships and portrayal of their leaders in their work as role models.

4.3.4 Use of Skills and Abilities

The respondents were asked to what level they agreed on their terms and conditions of service influencing the use of their skills and abilities. The results are indicated in Table 4.11 below.

Table 4.11: Use of Skills and Abilities Results

Statement	Mean	Standard Deviation
My terms & conditions of service provide an opportunity for me to utilize my skills and talents.	3.62	1.11
My terms and conditions of service provide an opportunity for me to learn new skills and be innovative in my work process.	2.82	1.01
My terms & conditions of service provide support for my additional education, training and development.	2.82	0.92
My terms & conditions of service clearly portray the relevance of my skills to the work I do.	2.34	0.89

Source: Author, 2013

From the analysis in table 4.11, the respondents agreed that their terms and conditions of service provided an opportunity for them to utilize their skills and talents as indicated by a mean of 3.62. The respondents were however not sure whether their terms and conditions of service provided an opportunity for them to learn new skills and be innovative at their workplace or even support for their additional education, training and development. This is indicated by a moderate mean of 2.82 for both matters. The respondents were also not sure whether their terms and conditions of service clearly portrayed the relevance of their skills to the work they do as indicated by a moderate mean of 2.34.

There was consensus in responses regarding terms and conditions of service providing an opportunity for skill and talent utilization among respondents and opportunity for respondents to learn new skills and be innovative in their work. This was indicated by standard deviations of 1.11 and 1.01 respectively. There was however no consensus among the respondents regarding their terms and conditions of service providing support for their additional education, training and development as well as a clear portrayal of the relevance of their skills in their work. This was indicated by standard deviations of 0.92 and 0.89 respectively.

In conclusion, the inflight crew agreed that Kenya Airways was utilizing their skills and talents in the work they do. They were neutral as to whether Kenya Airways provided them opportunities to learn new skills, additional education, training and development and whether there was clarity in the relevance of their skills to the work they do.

4.3.5 Job Design

The respondents were asked to state to what extent they agreed with how their terms and conditions of service affected their job design. Results were indicated in table 4.12 below.

4.12: Job Design Results

Statement	Mean	Standard Deviation
I would say my terms & conditions of service provide a clear definition of my tasks.	3.28	1.04
My terms & conditions of service enhance my job to an extent of adding value to the entire organization.	3.13	0.97
I would say that my terms & conditions of service provide for a variety of job responsibilities related to my work.	3.05	1.06
My terms & conditions of service provide adequate opportunities for periodic changes in duties.	2.84	1.08
My terms and conditions of service enable me to explore all the challenging and interesting tasks that make up my job.	2.75	0.89
My terms and conditions of service determine the degree of independence associated with my work roles.	2.23	1.12

Source: Author, 2013

From the analysis in table 4.12, the respondents were not sure whether their terms and conditions of service provided a clear definition of their tasks, enhanced their job to an extent of adding value to their organization, provided for a variety of job responsibilities related to their work, provided adequate opportunities for periodic changes in their duties as well as enabled them explore the challenging and interesting tasks that make up their job. This was indicated by a moderate mean of 3.28, 3.13, 3.05, 2.84 and 2.75 respectively. The respondents disagreed that their terms and conditions of service determined the degree of independence associated with their work roles as indicated by a mean of 2.23.

There was a consensus in responses regarding terms and conditions of service on matters pertaining to provision of clear definition of tasks, provision of variety of job responsibilities, adequate opportunities for periodic changes in duties and determination of the degree of

independence associated with work roles. This was clearly indicated by standard deviations of 1.04, 1.06, 1.08 and 1.12 respectively. There was however no consensus on matters of terms and conditions of service enhancing their jobs to the extent of adding value to the organization and enabling the respondents explore all the challenging and interesting tasks that make up their job as indicated by standard deviations of 0.97 and 0.89 respectively.

In conclusion, Kenya Airways inflight crew were indifferent on some matters pertaining to their job design such as clear definition of their tasks, job enhancement, variety of job responsibilities related to their work, adequate opportunities for periodic change in duties and exploration of all the challenging and interesting tasks that make up their job. The inflight crew in Kenya Airways however disagreed that there was a degree of independence associated with their work roles.

4.3.6 Feedback

The respondents were asked to state the level to which they agreed on whether their terms and conditions of service had an effect on the feedback within their organization. The results were indicated on table 4.13 below.

Table 4.13: Feedback Results

Statement	Mean	Standard Deviation
My terms and conditions of service clarify the communication channels within my workplace and how feedback is given.	2.97	1.06
My terms and conditions of service clarify and affect the immediacy of feedback to me within my workplace.	2.71	0.97

Source: Author, 2013

From the analysis in table 4.13 above, the respondents were not sure as to whether their terms and conditions of service provided clarity on communication channels within the organization and how feedback is given and whether these affected the immediacy of feedback provided to them within their workplace. This is indicated by a moderate mean of 2.97 and 2.71 respectively.

There was consensus in responses regarding terms and conditions of service clarifying the communication channels within the organization and how feedback was given as indicated by a standard deviation of 1.06. There was however no consensus on responses regarding terms and conditions of service clarifying and affecting the immediacy of feedback to the respondents within the organization. This was indicated by a standard deviation of 0.97.

In conclusion, Kenya Airways inflight crew were indifferent on matters pertaining to their terms and conditions of service and feedback within their workplace.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter entails to provide a summary of the research findings, the conclusions made thereof and the recommendations made by the researcher from the study whose objective was to find out the perceived effect of terms and conditions of service on job satisfaction among inflight crew in Kenya Airways..

5.2 Summary

The study revealed that females were more than males especially among the flight attendants as compared to more males being pilots. The gender within the organization did not affect the results of the study. It revealed that majority of the respondents were mature and age distribution would have an implication on the respondent's perception of the study. Majority of the respondents had worked in the organization for more than 10 years and were therefore able to clearly understand the study and provide accurate responses thereof. Majority of the respondents were university graduates and this therefore implied that they had a clear understanding of the study and would also provide accurate responses. Most respondents agreed that the organization had clear terms and conditions of service and this therefore implied that they were aware of the effect it had if any, on their level of job satisfaction.

Inflight crew in Kenya Airways were indifferent about issues on their terms and conditions of service pertaining to their general working conditions as well as on matters pertaining to there being clarity on recognition to be received for work accomplished and salaries being based on qualifications. They however disagreed that their terms and conditions of service provided clear benefits and opportunities for promotion in Kenya Airways. They agreed with issues pertaining to terms and conditions of service ensuring that professionalism and ethics were observed and maintained within their work environment. On the other hand, inflight crew in Kenya Airways were indifferent on matters regarding the clarity of their terms and conditions of service and the influence on work relationships and portrayal of their leaders in their work as role models.

The inflight crew agreed that Kenya Airways was utilizing their skills and talents in the work they do. They were neutral as to whether Kenya Airways provided them opportunities to learn new skills, additional education, training and development and whether there was clarity in the relevance of their skills to the work they do. They were indifferent with some matters pertaining to their job design such as clear definition of their tasks, job enhancement, variety of job responsibilities related to their work, adequate opportunities for periodic change in duties and exploration of all the challenging and interesting tasks that make up their job. They however disagreed that there was a degree of independence associated with their work roles. They also neither agreed nor disagreed on matters pertaining to their terms and conditions of service and feedback within their workplace.

5.3 Conclusion

The responses given by Kenya Airways inflight crew were lukewarm an implication that they chose to take a middle ground or neutral position on most matters pertaining to the effect of terms and conditions of service on job satisfaction. This kind of response could be attributed to reasons such as fear of repercussions by providing their heartfelt opinion even though the study was purely for academic purposes or, it could be a sign of dissatisfaction being expressed through disinterest or, it could be a sign of disgruntled employees finding no good reason to give accurate answers for the study which was for academic purposes. The study highlighted strengths of terms and conditions of service and job satisfaction in this case inflight crew felt that Kenya Airways provided opportunities for them to utilize their skills and talents as well as ensuring professionalism and ethics were observed and maintained within the working environment. The study also highlighted weaknesses of terms and conditions of service and job satisfaction in this case inflight crew felt that Kenya Airways had no clear benefits, no clear opportunities for promotion and there being no degree of independence in work roles. We can therefore conclude that terms and conditions of service have an effect on job satisfaction.

5.4 Recommendations

5.4.1 Recommendations with Policy Implications

Based on the findings of the study, most Kenya Airways inflight crew had the following concerns which could be addressed; most felt that there were no clear benefits, there were no clear opportunities for promotion and there was no degree of independence in their work roles. According to the research findings, Kenya Airways should design and implement a system with clear benefits, clear promotion opportunities and provide a degree of independence in their work roles in the terms and conditions of service of employees. Clear benefits will help motivate inflight crew further and increase their loyalty towards Kenya Airways. Clear promotion opportunities will enhance the level of production of inflight crew in Kenya Airways and ensure their growth and development within the organization. Provision of a degree of independence in their work roles will enable inflight crew in Kenya Airways be more innovative and creative thus aligning their goals to those of the organization and ensuring these goals are met successfully.

5.4.2 Recommendations for Further Research

The findings of the study showed that there are challenges of terms and conditions of service and job satisfaction and the perception thereof among inflight crew in Kenya Airways. This study therefore recommends that more research needs to be carried out in other airlines to show the various challenges and the various measures put to overcome these challenges entailing terms and conditions of service as well as job satisfaction. This is because terms and conditions of service in different airlines vary.

The study also recommends that future research could focus on ground and administrative employees working in Kenya Airways, both within and outside Kenya.

A study could also be done with a focus on employees in the airline industry in Kenya.

5.5 Limitations of the Study

Some of the respondents were skeptical about the researcher's intention of the study and questioned whether it was purely for academic purposes or not and the researcher had to convince them the study was purely for academic purposes.

Some respondents, though very few did not return the questionnaires handed to them to fill out.

Time and access to most inflight crew were also limiting factors due to the nature of their work schedules.

Funding to carry out this research was limited to personal financial resources. It would have been carried out on a wider scope given more financial resources. However, the researcher endeavored to conduct the study using the available resources.

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APPENDIX 1: LETTER OF INTRODUCTION

Dear Respondent,

Re: Introduction Letter

I am Mercy OwendiAyuya, a student at the University of Nairobi undertaking a Master of Business Administration specializing in Human Resource Management. As part of the program requirement, I am carrying out a research on the perceived effect of terms and conditions of service on job satisfaction among inflight crew in Kenya Airways.

For this purpose, you are kindly requested to spare your time and fill the enclosed questionnaire as honestly as possible and return the same to the undersigned as soon as you are able to. Please note that the information shall be treated with the highest level of confidentiality and anonymity. All the hard copies of the questionnaire shall be retained by the researcher and no individual response shall be reported but a summation of all responses.

I wish to take an early opportunity to thank you most sincerely for your anticipated cooperation.

With kind regards,

Mercy OwendiAyuya

Student

APPENDIX 2: QUESTIONNAIRE

PERCEIVED EFFECT OF TERMS AND CONDITIONS OF SERVICE ON JOB SATISFACTION AMONG INFLIGHT CREW IN KENYA AIRWAYS

Section A: Personal and Organization Information

1. Gender: Male Female
2. Age group in years: <18-25 26-33 34-41 42-49 50+
3. Years in employment: <5 6-10 11-15 16-20 21+
4. Highest level of education: Certificate Diploma Degree Post degree
5. Does your organization have clear terms and conditions of service? Yes No
6. If yes in question 6 above, what are the terms? Fixed/ Temporary Permanent
7. Do the terms and conditions of service have an effect on your level of job satisfaction? Yes No

**SECTION B: TERMS & CONDITIONS OF SERVICE
AND JOB SATISFATION**

Scale: 5-Strongly Agree; 4-Agree; 3-Neither Agree nor Disagree; 2-Disagree; 1-Strongly Disagree

Using the scale shown above, state to what extent you agree with the following aspects of your job satisfaction level as per your terms and conditions of service. Use a tick to indicate your choice.

The General Working Conditions		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	I would say my terms & conditions of service provide for flexible working hours that help improve my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I would say that my terms & conditions of service provide for favorable working hours that address health and safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My terms and conditions of service provide clarity on the quantity of work expected from me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My terms and conditions of service clearly state the amount of paid vacation time and sick leave offered to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	My terms and conditions of service provide a clear discipline handling procedure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I would say my terms and conditions of service clarify the nature of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	supervision in my job.					
7	I would say my terms and conditions of service provide me with a sense of job security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pay and Promotion Potential		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	My terms & conditions of service provide for a salary based on my qualification and are satisfactory in enabling me to be self-reliant and perform my duties better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I would say my terms & conditions of service provide clear opportunities for my promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I would say my terms and conditions of service provide clear benefits (Health insurance, life insurance, etc.) for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I would say my terms & conditions of service are clear on the recognition to receive for work accomplished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Work Relationships		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	I would say my terms & conditions of service are clear on and influence relationships with my co-workers, supervisors and subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I would say that my terms and conditions of service portray leaders in my work environment as being role models.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My terms and conditions of service ensure that professionalism and ethics are observed and maintained within my work environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Use of Skills and Abilities		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	My terms & conditions of service provide an opportunity for me to utilize my skills and talents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My terms and conditions of service provide an opportunity for me to learn new skills and be innovative in my work process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My terms & conditions of service provide support for my additional education, training and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My terms & conditions of service clearly portray the relevance of my skills to the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Job Design		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	I would say my terms & conditions of service provide for a variety of job responsibilities related to my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My terms & conditions of service determine the degree of independence associated with my work roles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My terms & conditions of service provide adequate opportunity for periodic changes in duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My terms & conditions of service enable me to enhance my job to an extent of adding value to the entire organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I would say my terms and conditions of service provide a clear definition of my tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	My terms and conditions of service enable me to explore all the challenging and interesting tasks that make up my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Feedback		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	My terms and conditions of service clarify the immediacy of feedback within my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My terms and conditions of service clarify communication channels within my workplace and how feedback is given.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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