

**FACTORS PERCEIVED TO INFLUENCE EMPLOYEE
SATISFACTION AT WORK PLACE AT KENYA WINE AGENCIES**

BY

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DECLARATION

This is my original work and has never been submitted in any other university for examination.

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

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DEDICATION

I dedicate this research to my loving husband Justine and children Jacqueline, Kelvin and Sasha.

ABSTRACT

The aspect of employee satisfaction has now more than ever become more critical because of globalization of the workplace, incidents of organizations undertaking restructuring measures to maintain a leaner workforce and the need to build customer communities in a networked world. This study was motivated by the acknowledgment that retention of suitable levels of employee satisfaction and getting to know how to manage the factors that influence employee satisfaction leads to improved and increased organizational performance. For this reason, management has embraced the concept of employee motivation and satisfaction so as to retain the long term relationship with the employees in a cordial environment. The study was based on the fact that overall success of an organization depends on the commitment and engagement of the employed by understanding and promoting the factors that influence employees' performance and adopting practices that improve flexibility of work schedules and quality of working life. The data for this study was collected using questionnaires from a sample of seventy employees representing about twenty nine percent of total employees in KWAL. The data was analyzed using descriptive measures, percentages and frequency distribution tables. From the research findings, relationships were found to exist between the survey independent variables with the dependent variables. Precisely the research established that factors that influence employee satisfaction include: Recognition, employee participation in management decisions; feedback, goals and on-job training. Besides, relationships were found to exist between the variables under study and the identified indicators per variable. The respective indicators of each of these variables were as follows: Recognition – Individual value, Performance, Gender equitability, Promotion, and competitive terms. Management – Teamwork, Decision making, Leadership skills, and Supervisors – subordinates relationships. Feedback – communication and Performance feedback. Goal indicated that the independent variables (i.e personal characteristics, job and role-related factors, professional commitment and HR practices) were stronger predictors of organizational commitment, job satisfaction and turnover intentions in professional employees than the technical employees. It was also noted that age, education, professional commitment, role overload, supervisory support, job security, promotional opportunities, distributive justice and participation in decision making were the most important predictors of employee satisfaction among employee. These results are significant for theory, policy and practice. Out of the insights of findings of the study, it is recommended that both Line and HR managers should try to understand factors and establish work-related practices that enhance the most 'desirable' component of employee commitment so as to promote employee performance and the organization as a whole.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

In modern management, the application of human relations theories in managing human resource is seen to be critical in today's business competitive environment (Odongo 2006). Human Resource professionals are increasingly taking employee satisfaction and use of positive psychological contract as a relevant aspect of workplace relationships and wider human behavior. It is observed that as boundaries between cultures and nations become blurred and new communications technology makes it possible to think of the world as a "global village," the scope of international and intercultural relationships is rapidly expanding. These trends indicate a heightened level of dynamic engagement and intensity in organizations' and management today. This is because within organizations, the nature of the work continuous change and growth implies intense involvement with others resulting to influencing the levels of employee satisfaction. Due to change in nature of work as organizational change in response to new demands, environment pressures, business-process engineering downsizing and delayering, it is observed that certain employee engagement factors are significantly altered resulting to an impact on the employees levels of satisfaction. Then, it is necessary for Individuals and organizational purposes are kept in balance by having managers understand the employee's zone of indifference that is, what the employee would do without questioning the manager's authority.

The composition of the workforce is changing drastically and these changes are affecting Human Resources policies and practices being put in place and subsequently employee levels of satisfaction. Downsizing and global competition have altered the old psychological contract (PC) that many people may believe that even if they do good work they still could lose their jobs' (Hall and Moss, 1998). In response to this uncertainty, organizations are having to develop and implement programs on work-life programs, diversity, more flexible work schedules, better training programs, child care arrangements and career development strategies so that work and non-work matters are examined and understood on the various expectations that individuals have on the issues. In addition, increased recognition of the importance of employee satisfaction at the work place in delivering business performance, coupled with wider concerns about reputation and 'brand', have pushed the ideas on which the concept of employee-centered culture rests into center-stage on the management agenda. Today, managers are paying close attention to the values that guide people in their organizations, the corporate culture that embodies those values, and the values held by people within and without the organization.

1.1.1 The Concept of Job Satisfaction

Today's competitive environment requires a different set of management competencies away from the traditionally competencies. The balance has clearly shifted from attributes traditionally thought of masculine (strong decision making, leading the troops, driving strategy, waging competitive battle) to more feminine qualities (listening, relationship-building, and nurturing). The model today is not so much 'take it on your shoulders' as it

is to 'create the environment that will enable others to carry part of the burden.' The focus is on unlocking the organization's human asset potential. Hence the concept of job satisfaction as described by various management theories have been able to provide a stable focus for understanding what is important in managing a work force and influencing its productivity levels. Job satisfaction is defined as the amount of overall positive effect or feelings that an individual have towards their jobs; it's the amount of pleasure or contentment associated with the job (Chhabra T. N. 2005). Job satisfaction takes into account the following factors: The process of intrinsic motivation; the characteristics of job structure; the motivating characteristics of the job; the significance of the job characteristics model; providing intrinsic motivation. Effective performance and genuine satisfaction in work follow mainly from the intrinsic content of the job. It emphasizes the fundamental concept that people are motivated when they are provided with the means to achieve their goals.

A useful perspective on the factors affecting job satisfaction is provided by Hackman and Oldham's (1974) job characteristics model. They suggest that the 'critical psychological states' of 'experienced meaningfulness of work, experienced responsibility for outcomes of work and knowledge of the actual outcomes of work' strongly influence motivation, job satisfaction and performance. As Robertson et al (1992) point out: 'This element of the model is based on the notion of personal reward and reinforcement'. Providing intrinsic motivation: Three characteristics have been distinguished by Lawyer (1969) as being required in jobs if they are to be intrinsically motivating: One is individual must receive meaningful feedback about their performance, preferably by evaluating their own

performance and defining the feedback. This implies that they should ideally work on a complete product, or a significant part of it that can be seen as a whole. Secondly, the job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively. Finally, individuals must feel that they have a high degree of self-control over setting their own goals and over defining the paths to these goals.

Productivity and work performance at work place is largely a result of job satisfaction. The content theories of motivation assume a direct relationship between job satisfaction and improved performance. The expectancy theories of motivation recognize the complexity of work motivation and considers in details the relationship between motivation, satisfaction, performance, Porter and Lawler indicated that job performance leads to job satisfaction in the absence of a series of high rates of absenteeism and employee turnover. (Chhabra T.N. 2005)

1.1.2 Employee Morale and productivity

Morale is a group phenomenon arising of pattern of attitudes of members of a group. It also reflects the spirit of a group (Angote,1994)). It is a representation of attitudes, employees alone and make certain that they make adequate wages and have secure jobs. Hence, the starting point of an employment relationship is an undertaking by an employee to provide skill and effort to the employer in return for which the employer provides the employee with a salary or a wage. This results to influencing behavior or employee at the workplace where it depends on both personal characteristics and the situation in which they are working. The term psychological climate has been coined by

James and Sells (1981) to describe how people's perceptions of the situation give it psychological significance and meaning. Factors seen to originate from the psychological climate in influencing employee morale include: How employee perceive the reward system, how effective communication channels are, the level of intergroup competence, the kind of relationships that exist in the organization, the quality of management applied and the levels of concern for the people in the organization. Michael Armstrong (2001) discussed other three main factors that influence the levels of employee morale and productivity in an organization mainly as; 'having a lean organization, the changing role of the process worker and the flexible firm. He points out that lean production aims at adding value by minimizing waste in terms of materials, time, space and people. However, according to the report on the research conducted by the institute of Personnel and Development (IPD) on lean and responsive organization (IPD), (1998) indicates that leaner methods of work do not necessarily have a positive implication for employees. The evidence suggested that the impact on people is often negative, particularly when restructuring means downsizing and reengineering.

1.1.3 The Brewing industry in Kenya

Industrially, the brewing industry in Kenya can be traced back to the year 1922 when the Hurst brothers founded the East African Breweries. It was to remain the only player for a very long time. According to a study by Deutsch Bank Market research, Kenya is Africa's third largest alcohol consumer after Nigeria and South Africa. EABL controls Kenya's formal alcohol market with brands like Tusker, Guinness, Pilsner, and an extended portfolio in spirits.

Kenya's second largest brewer is Keroche Industries who has been involved in a massive roll out of brands recently. According to the report an average East African consumes an average of five liters' of alcohol per week. Kenya's alcohol sector has experienced major realignments with the Alcohol Drinks Control Act and entry of new players like Sierra Beers, SABMiller, Heineken and independent wines and spirits importers.

1.1.4 Kenya Wines Agencies Ltd.

The wine industry in Kenya can also be traced back to May 1969 when KWAL was incorporated as a majority Government-owned company under the Companies Act (Cap 486) as a joint venture between Government of Kenya through the Industrial and Commercial Development Corporation (ICDC) and private investors. This was to consolidate importation and distribution of wines and spirits from foreign owned companies and enable indigenous Kenyans take control of the importation and distribution of wine and spirits in the country from hitherto foreign owned companies.

KWAL pioneered the wine industry in Kenya, establishing the country's first commercial winery in 1982. This role was effectively discharged and KWAL was a monopoly in the manufacturing and distribution of wines and spirits until the liberalization of the economy in 1993. In the period between 1993 and the early 2000s, KWAL faced stiff competition and other market and internal challenges brought about by liberalization. KWAL operated in the face of these challenges for most of the 1990s and early 2000s and managed to maintain its place as the lead manufacturer and distributor of wines and spirits in Kenya.

KWAL has held various strategic plans where deliberation on how to remain competitive in the beer industry have been discussed and recommendation put in place. KWAL has strong beverage brands such as the Kingfisher, Kibao vodka, Caprice wine both white and red, Altar Wine and so forth. Its main brand of King fisher has over 30% of the Kenyan beer market selling more than 700,000 hectolitres per year. The brand was first marketed in 1983, shortly after the commercialization of KWAL. The Company has its presence in the region that is in Rwanda and Uganda. It is noted that competition in the beer industry has intensified with new entrants coming on board at a high rate. It is also noted that counterfeits and contrabands on KWAL products have proved to be a challenge to the organization and the industry as a whole. Introduction of Alcohol Drinks Control Drinks Act has also has directly and indirectly affected the industry in a big way. For these reasons, KWAL sets to raise its wines and spirit market share and also plans to expand its existing operations to cover Eastern and Central Africa. To enable the company in attaining this, various exclusive partnership supplier agreements have been drawn and they have also introduced innovation and development of new products that meet customer needs. It is noted that East African Breweries Limited is its main competitor followed by other brewers such as Keroche Limited, United Distillers, Wine masters, and Wines of the World and so on.

1.2 Research Problem

The dynamic and often nebulous nature of employment relationship increased the difficult of managing it. The problem is compounded by the complexity of the factors that influence the relationship. Job satisfaction contributes highly to high morale and to

higher organizational performance as well as job productivity, Guest (1996). Researchers have argued that in order to maintain a productive workforce and a prosperous organization, the quality of work life in those particular institutions must be high, positive and relevant. The human capital is critical to any organizational success. Further it is noted that change has had its share on today's organizations. Recent changes in the workplace are currently affecting employees morale and satisfaction also observed by CIPD (2002), that is ; the nature of jobs becoming complex, more employees are on part time and temporarily contracts, more outsourcing of employees among other changes . Markets technology and products are changing; customers are also becoming more expectant, hence putting strain on the service delivery and human capital as a major input. Globalization has spawned the need to understand better the factors that are perceived to influence the behavior or satisfy the employee at work place. Using behavioral studies the need to understand the 'self-actualizing' of employees in the organization is paramount.

In recent years and as companies are confronted by competition and search of excellence; the vocabulary for managing workforces has tended to change from 'Personnel management' giving way to 'human resources management' or better still to 'strategic human resource management', hence the need to understand how to influence management of employees through use on the concept of job satisfaction. As highlighted, KWAL is no exception in facing these challenges and the need to apply strategic human resource management practices is paramount as follows; The fact that KWAL operates in a competitive environment as the only State corporation within set rules against private

competitors who operate within flexible rules, the Company is left with no other option but to exploit the human capital as an added advantage by ensuring that its employees perform to their level best so as to overcome the bureaucracy observed in operations and decision making; KWAL acknowledges that employee satisfaction is a critical component in its attainment of the set Vision of being the leading supplier of quality beverages in Eastern and Central Africa; That it is critical to retain the attained and unique core skills (e.g brewing skills) and talent found amongst its employees by ensuring that management applies concepts that promote employee satisfaction; And to better understand the factors that influence its employees' satisfaction for effective and cordial management of the human capital resource. It is noted that few studies undertaken by other scholars have touched on job satisfactions as an area of concern. Muthui (2006) undertook a study on employee related implications of the redundancies in Public organizations the case of Telecom Kenya Ltd. Rotich (2012) researched on staff recruitment and selection practices in the Insurance Industry in Kenya. Odongo (2006) studied employee empowerment with reference to international non- governmental organizations in the public health sector. According to Angote (1994) there is a correlation between Total quality practices and employee satisfaction. D. Kipkebut (2010) undertook to research on Organizational commitment and Job satisfaction in higher educational institutions. This study will therefore address the issues not addressed by the previous researchers by answering the following research question: - What are the factors perceived to influence employee job satisfaction in Kenya Wines Agencies Ltd?

1.3 Research Objective

The objective of the study is to determine factors perceived to influence employee satisfaction of work place at Kenya Wine Agencies Limited.

1.4 Value of the Study

The findings of this study, will be beneficial to various stakeholders mainly the professionals in the Human Resource practice who will gain a better understanding of the implication of managing factors that influence employee attitude or satisfaction and use the findings as basic for appropriate HR policies implementation which can be used to create and sustain an organization advantage in an increasingly competitive world.

The research findings have surfaced critical information satisfaction, that can be used in formulation and designing of tools and programs that will address problems that lead to low morale and satisfaction.

The findings will enhance understanding about the relationship between change and the effects of using positive employee satisfaction levels in shaping an organizational culture. It will provide insight into understanding the significance of retaining high levels of employee satisfaction and its impact on organization's ability to manage performance levels and employee retention. The findings will enhance knowledge and management competencies on how best to execute organizational strategy that generate positive business results.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter documents literature related to motivation, perception and job satisfaction. Literature survey has been largely relied on text books but has also been supplemented by journals, academic research publications and reports from professional bodies.

2.2 Theoretical Foundation

Various theories have been advanced to explain employee satisfaction. These theories fall in two groups, namely process and content theories. Content theories attempt to identify the factors which contribute to job satisfaction and job dissatisfaction. Most of these theories have concentrated on the inputs into employee satisfaction that is what the employer is supposed to provide to ensure employee satisfaction. Few theories focus on the outcomes expected from the employees themselves. A number of theories have been discussed as;

2.2.1 Goal Setting Theory

Goal setting is now treated as a process theory of motivation; however the main advocates of this theory Locke (1968), Lathan and Yack (1975) argue that goal setting is more appropriately viewed as a motivated technique rather than a forward theory. The goal theory has established four main proportions which are well supported by research. The first proportion is that challenging goals lead to higher levels of performance than simple and unchallenging goals. Difficult goals are also called stretch goals because they

encourage one to try harder, unless the goals are beyond one's levels or ability (Pattern, 1999). Secondly specific goals lead to higher levels of performance than value, goals such as 'do your best' it pays for one to be specific on what one wants to be done. Participation in goal setting, particularly when this is expected can increase performance by increasing commitment to those goals but managerially assigned goals that are adequately explained can also lead to high performance. Finally, feedback is necessary for effective achievement. Feedback contains information and is also motivational.

2.2.2 The Job Enrichment Model

This model is the basis of the job enrichment strategy of the expectancy theorists according to Hackman (1975) and others. It sets out the links between the features of jobs, the individuals experience and the outcomes in terms of motivation, satisfaction and performance. The model also takes into account individual differences in the desire for personal growth and development. This is similar to Maslow's self actualization concept (Buchanan 2001). At the heart of this model it indicates the proportion that jobs can be analyzed in terms of five core dimensions, namely; skill variety which is the extent to which a job maker use of different skills and abilities; task identity which is the extent to which a job involves a whole and a meaningful piece of work; Task performance which refers to the extent to which a job provides independence and discretion and finally feedback which is the extent to which performance information is relayed back to the individual.

2.2.3 Empowerment, Commitment and High Performance Systems

During the 1960, many organizations reconsidered job enrichment and other techniques for employee empowerment. An educated, media informed workforce, conscious of individual rights and social comparisons is today less willing to tolerate oppressive management. Control and is more ready to challenge management decisions and actions, rapid economical and technological change and increased global competition encouraged empowerment. Empowerment allows employees more autonomy, discretion and unspecified decision making responsibility (Belbin, 1996).

According to Lawler (1995) employee empowerment can be cosmetic leaving many aspects of the organization intact and undelighted. A high performance work system is a form of organization that operates at levels of excellence far beyond those comparable systems. These high performance work systems were first explored by Vaill (1982). Groups or individuals qualify for a high performance system if they perform excellently against a known external standard, perform beyond what is assumed to be their potential best, perform excellently in relation to how they performed before, are seen as emplers, a source of ideas and inspiration and are seen to achieve ideals of culture.

2.2.4 Perception Theory

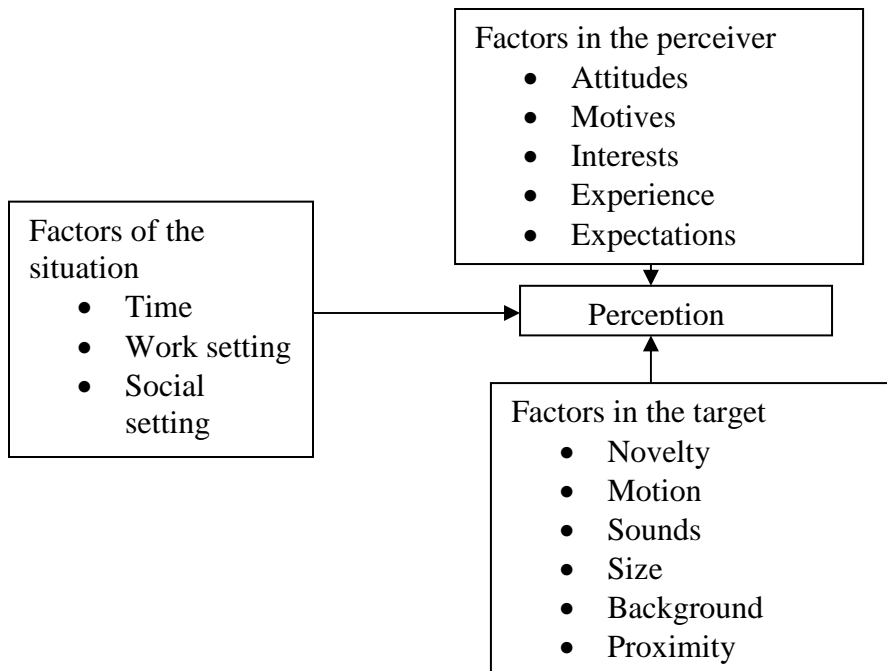
Perception is a process by which individuals organize and interpret their sensory impression in order to give meaning to their environment. However, what we perceive can be substantially different from objective reality. For example, all employees in a firm may view it as a great place to work favorable working conditions, interesting job

assignments, good pay, excellent benefits, understanding and responsible management, it is very unusual to find such agreement.(Thornhill, Milne and Steel,2008). Perception is important people's behaviour is based on their perception of what reality is, not on reality itself. The world as it is perceived is the world that is behaviorally important.

A number of factors operate to shape and sometimes distort perception. These factors can reside in the perceiver; in the object, or target, being perceived; or in the context of the situation in which the perception is made (Kanuk and Schiffmann,2000). When an individual looks at a target and attempts to interpret what he or she sees, that interpretation is heavily influenced by the personal characteristics of the individual perceive. Personal characteristics that affect perception include a person's attitudes, personality, motives interests, past experiences and expectations. For instance, if you expect police officers to be authoritative, young people to be lazy, or individuals holding public office to be unscrupulous, you may perceive them as such, regardless of their actual traits.

Characteristics of the target we observe can affect what we perceive. Loud people are more likely to be noticed in a group than quiet ones. So, too, are extremely attractive or unattractive individuals. Because we don't look at targets in isolation, the relationship of a target to its background also influences perception, as does our tendency to group close things and similar things together. For instance, women, people of colour, or members of any other group that has clearly distinguishable characteristics are often perceived as alike in other, unrelated ways as well.

Figure 5.1 Factors that influence perceptions



Source; Mirza (2007), reciprocation of perceived organizational support, *Journal of applied psychology*, Vol, 86, pp. 42 – 51.

2.2.5 Attribution Theory

Non-living objects such as desks, machines and buildings are subject to the laws of nature, but they have no beliefs, motives or intentions. People do. That is why when people are observed, an attempt is made to develop explanations of why they behave in certain ways. Our perception and judgment of a person's actions, therefore, will be significantly influenced by the assumptions we make about that person's internal state.

Attribution theory tries to explain the ways in which we judge people differently, depending on the meaning we attribute to a given behaviour. It suggests that when we

observe an individual's behaviour, we attempt to determine whether it was internally or externally caused. That determination, however, depends largely on three factors: Distinctiveness, Consensus, and Consistency. There are differences between internal and external causation.

Internally caused behaviours are those we believe to be under the personal control of the individual. Externally caused behaviour is what we imagine the situation forced the individual to do. For example, if an employee is late for work, you might attribute their lateness to their partying into the small hours of the morning so then oversleeping. This is internal attribution. But if you attribute their arriving late to an automobile accident that tied up traffic, then you are making an external attribution.

There are three determining factors; Distinctiveness refers to whether an individual displays different behaviours in different situations. Is the employee who arrives late today also the one co-workers say regularly disregards commitments? What we want to know is whether this behaviour is unusual. If it is, then it is likely to give it an external attribution. If it's not unusual, it is probably judged the behaviour to be internal. If everyone who faces a similar situation responds in the same way, it can be said the behaviour shows consensus.

One of the most interesting findings from attribution theory is that errors or biases distort attributions. For instance, substantial evidence suggests that when we make judgments about the behaviour of other people, we tend to underestimate the influence of external

factors and overestimate the influence of internal or personal factors (Thornhill, Milne and Steel,2008). This fundamental attribution error can explain why sales manager is prone to attribute the poor performance of her sales agents to laziness rather than to the innovative product line introduced by a competitor. Individuals and organizations also tend to attribute their own successes to internal factors such as ability or effort, while putting the blame for failure on external factors such as bad luck or unproductive co-workers.

2.2.6 Frequently used shortcuts in judging others

We use a number of shortcuts when we judge others. These techniques are frequently valuable: They allow us to make accurate perceptions rapidly and provide valid data for malting predictions. However, they are not foolproof. They can and do get people into trouble. Understanding these shortcuts can help one recognize when they can result in significant distortions.

2.2.7 Selective perception

Any characteristic that makes a person, so object or an event stand out will increase the probability that people will perceive it and hence its influence in productivity. Why? Because it is impossible for people to assimilate everything they see; they can take in only certain stimuli. This tendency explains why people are more likely to have a boss may reprimand some people and not others who are doing the same thing. This is because the human element cannot observe everything going on around, instead one has to engage in selective perception.

2.2.8 Herzberg's Two Factor Theory

According to Herzberg, the factors that lead to job satisfaction are separate and distinct from those that lead to dissatisfaction. Therefore, managers who seek to eliminate factors that can create dissatisfaction may bring about peace but not necessarily motivation. They will be placating their workforce rather than motivating workers. As a result, Herzberg characterized conditions surrounding the (such as quality of supervision, pay, company policies) physical working conditions, relations with others and security as hygiene factors. Where they are adequate, people will not be dissatisfied; neither will they be satisfied. If we want to motivate people on their jobs, Herzberg suggested on emphasizing factors associated with the work itself or with outcomes directly derived from it, such as promotional opportunities, opportunities for personal growth, recognition, responsibility and achievement. These are the characteristics that people find intrinsically rewarding.

The criticism of the theory include the following according to Harrison,(1999): The procedure that Herzberg used is limited by its methodology. When things are going well, people tend to take credit themselves. Contrarily, they blame failure on the extrinsic environment. The reliability of Herzberg's methodology is questioned since raters have to make interpretations, so they may contaminate the findings by interpreting one response in one manner while treating a similar response differently. Harrison further noted that there is no overall measure of satisfaction was utilized. A person may dislike part of a job yet still think the job is acceptable overall. Furthermore, Herzberg assumed a relationship between satisfaction and productivity, but the research methodology he used looked only

at satisfaction and not at productivity. To make such research relevant, one must assume a strong relationship between satisfaction and productivity.

Regardless of the criticisms, Herzberg's theory has been widely read, and few managers are unfamiliar with its recommendations. It is important to realize that even though we may intuitively like a theory that does not mean that we should accept it. Increasingly, research on motivation is focused on approaches that link motivational concepts to changes in the way work is structured.

Research in job design provides stronger evidence that the way the elements in a job are organized can act to increase or decrease effort. This research also offers detailed insights into what those elements are. We'll first review the job characteristics model and then discuss some ways jobs can be redesigned. Finally, we'll explore some alternative work arrangements.

2.2.9 The Job Characteristics Model

Developed by J. Richard Hackman and Greg Oldham, the job characteristics model (JCM) proposes that any job can be described in terms of five core job dimensions (Bateman and Zeithaml, 1999):- Skill variety. Skill variety is the degree to which a job requires a variety of different activities so the worker can use a number of different skills and talent. For instance, an example of a job scoring high on skill variety would be the job of an owner-operator of a garage who does electrical repairs, rebuilds engines, does

bodywork and interacts with customers. A job scoring low on this dimension would be the job of a body shop worker who sprays paint several hours a day.

Task identity: Task identity is the degree to which a job requires completion of a whole and identifiable piece of work. An example of a job scoring high on identity would be the job of a cabinetmaker who designs a piece of furniture, selects the wood, builds the object, and finishes it to perfection. A job scoring low on this dimension would be the job of a worker in a furniture factory who operates a lathe solely to make table support. **Task significance:** is the degree to which a job has a substantial impact on the lives or work of other people. Hence the higher impact it has on lives the higher the job will score on task significance.

Autonomy of a job: This is the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. An example of a job scoring high on autonomy is the job of a salesperson who schedules his or her own work each day and decides on the most effective sales approach for each customer without supervision. A job scoring low on this dimension would be the job of a sales person who is given a set of leads each day and is required to follow a standardized sales script with each potential customer.

Job Feedback. Feedback is the degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the

effectiveness of his or her performance. There is a link between job dimensions and job outcomes as they are moderated or adjusted by the strength of the individual's growth need – that is, by the employee's desire for self-esteem and self-actualization. This means that individuals with a high growth need are more likely to experience the psychological state enhancement when their jobs are enriched than are their counterparts with low growth need. Moreover the individuals with a high growth need will respond more positively to the psychological states when they are present than will individuals with a low growth need.

2.2.10 Employee involvement programmes

To clearly understand employee involvement programmes, we define it as a participative process that uses the input of employees to increase their commitment to the organization's success. The underlying logic is that if workers are involved in the process of decision making or policy on matters that affect them, then the employees internalize whatever policies are applied in the organization and become motivated, more committed to the organization, enhance productive resulting to enhanced employee satisfaction. There are three major forms of employee involvement namely; participative management, representative participation and quality circles.

2.2.10.1 Participative management

The distinct characteristic common to all participative management programmes is the use of joint decision making. That is, subordinates actually share a significant degree of decision-making power with their immediate superiors. Participative management has, at

times, been promoted as a panacea for poor morale and low productivity. But for it to work, the issues in which employees get involved must be relevant to their interests so they will be motivated, employees must have the competence and knowledge to make a useful contribution, and there must be trust and confidence between all parties involved.

2.2.10.2 Representative participation

Sometimes there are certain legal requirements that would require that companies practice representative participation. That is, rather than participating directly in decisions, workers are represented by a small group of employees who actually participate in decision making. Representative participation has been called ‘the moot’ widely legislated form of employee involvement around the world. The goal of representative participation is to redistribute power within an organization, putting labour on a more equal footing with the interests of management and stockholders.

The two most common forms representative participation takes are work councils and board representatives. Work councils are groups of nominated or elected employees who must be consulted when management makes decisions involving personnel. Board representatives are employees who sit on a company’s board of directors and represent the interests of the firm’s employees. The overall influence of representative participation on working employees seems to be minimal. For instance, the evidence suggests that works councils are dominated by management and have little impact on employees or the organization. And although this form of employee involvement might increase the motivation and satisfaction of the individual who are doing the representing, there is little

evidence that this trickles down to the operating employees whom they represent. Overall, the greatest value of representative participation is symbolic.

2.2.11 Quality circles

A quality circle is defined as a work group of eight(8) to ten (10) employees and supervisors who have a shared area of responsibility and who meet regularly , typically once a week, on company time and on company premises, to discuss their quality problems, investigate causes of the problems, recommend solutions and take corrective actions (Staw,1976). A review of the evidence on quality circles indicates that they tend to show little or no effect on employee satisfaction, and although many studies report positive results from quality circles on productivity, these result are by no measure guaranteed. The failure of many quality circle programs to produce measurable benefits could also lead to a large number of them being discontinued. One of the reasons for failure in use of quality circles is that managers deal with employee involvement in only a linked way. At most, these programs operate for one hour per week, with the remaining 39 hours unchanged. Why should then changes in two per cent per cent of a person's job have a major impact. Basically, quality circles were an easy way for management to get on the employee involvement bandwagon without really involving all employees.

2.2.12 Recognize individual differences

Managers should be sensitive to individual differences. For example, employees from Asian cultures may prefer not to be singled out as special because it makes them uncomfortable. Employees have different needs. Don't treat them all alike. Moreover,

managers need to spend the time necessary to understand what's important to each employee. This allows one to individualize goals, level of involvement and rewards to align with individual needs. Also, managers need to design jobs to align with individual needs in-order to maximize the motivation potential in jobs.

2.2.13. Use of Goals and Feedback

Employees should have firm, specific goals, and they should get feedback on how well they are faring in pursuit of those goals. Employees can contribute to a number of decisions that affect them: setting work goals, choosing their own benefits packages, solving productivity and quality problems and the like. This can increase employee productivity, commitment to work goals, motivation and job satisfaction.

2.2.14. Link rewards to performance

Rewards should be contingent on performance. Importantly, employees must perceive a clear linkage between performance and rewards. Regardless of how closely rewards are actually there should be a clear correlation to performance criteria. If individuals perceive this relationship to be low, the results will be low performance, a decrease in job satisfaction, and an increase in turnover and absenteeism.

2.2.15 Check the system for equity

Employees should perceive rewards as equating with the inputs they bring to the job. At a simplistic level, this should mean that experience, skills, abilities, effort and other

obvious inputs should explain differences in performance and, hence, pay, job assignments and other obvious rewards.

2.2.16 Employee Satisfaction

Employee satisfaction can be traced back to the work of Argyris (1960) and Schein (1980). Following the outcomes of Hawthorne studies in the 1930s, manager realized that employees increased production as a result of the personal attention they received even when the working conditions were not good. Locke (1976, p.1300) defined it as “a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences”. It is an effective response to specific aspects of the job and plays a role in enhancing employee commitment to an organization. Studies have shown that employee absenteeism, turnover and other behaviours are related to a person’s satisfaction with his or her job and the organization (Vroom, 1964). Hence, a keen interest has been built in regards to the concept of employee satisfaction in employee behavior resulting in several theories of employee motivation and satisfaction such as Maslow’s Hierarchy of Needs (1954), Herzberg’s Two-Factor theory (1959), McGregor’s Theory X and Theory Y (1960) among others.

Studies have shown that employees’ satisfaction about a job is a multidimensional construct consisting of intrinsic job satisfaction and extrinsic job satisfaction (Maidani, 1991; Volkwein and Zhou, 2003). Intrinsic aspects of the job comprise ‘motivators’ or ‘job content’ factors such as feelings of accomplishment, recognition, autonomy, achievement, advancement among others. Extrinsic aspects of the job, often referred to as

'hygiene' factors are job context factors which include pay, security, physical working conditions, company policies and administration, supervision, hours of work among others. Herzberg found that hygiene factors were mainly disruptions in the external work context while motivators dealt with internal states of the mind (Smerek and Peterson, 2007).

At its most basic level, the employment satisfaction is maintained by beliefs held by an individual and his or her employer about what they expect of one another. Overall, it is noted that the aspect of the employment relationship covered by the concept of psychological contract that influence the level of employee satisfaction will include from the employees point of view; how they are treated in terms of fairness, equity and consistency; security of employment; scope to demonstrate competence; career expectations and the opportunity to develop skills; involvement and influence trust in the management of the organization to keep promises. While from the employer's point of view, the concept of employee satisfaction covers such aspects of employment relationship such as: Competence; Effort; Compliance; Commitment; Loyalty. To internalize the employee satisfaction concept, an operational model was formulated suggesting that the core of the contract can be measured in terms of fairness of treatment, trust and the extent to which the explicit contract is perceived to be delivered (Guest et al (1996), as illustrated in the table 2.2.16.

Table 2.2.16: Factors Affecting Employee Satisfaction

Causes	Content	Consequences
Organization	Fairness	Organizational citizenship
HRM Policy and practices	Trust	Organizational commitment
Experience	-	Motivation
Expectations	The delivery of the deal	Satisfaction and well being
Alternatives		

Source: Guest, Conway, Briner and Dickman (1996).

The above model suggests the extent to which employers adopt people management practices and the impact on employee motivation and satisfaction. The model has further been supported by CIPD survey of employee attitudes (Guest and Coir 2004) where it is suggested that organizations have become more successful than before in delivering on their promises. This may mean that employers are more aware of the need to manage the relationship with employees and are adopting policies and communications that underpin a positive psychological contract and employee satisfaction in the face of changing employee needs and experience.

Traditionally, job satisfaction was generally described as an offer of commitment by the employee in return for the employer providing job security or in some cases, the legendary 'job for life'. The recession of the early 1990s and the continuing impact of globalization are alleged to have destroyed the basis of this traditional deal as job security is no longer on offer. The new deal is said to rest on an offer, by the employer, of fair pay

and fair treatment, plus opportunities for training and development. On this analysis, the employers can no longer offer security and this has undermined the basis of employee commitment and satisfaction. But is there in fact a 'new contract'? The reality has turned out to be rather less dramatic. Undoubtedly, there have been changes in the nature of the employment relationship, largely reflecting global changes in product and labour markets, which employers need to be aware of. But these changes are more a continuous and gradual process of transition rather than a disastrous and irreversible shift into a new and intimidating future. It is now best seen that understanding factors that influence employee satisfaction will support in designing a tool that will guide and help employers negotiate the inevitable process of change so as to achieve their business objectives without sacrificing the support and co-operation of employees along-the way. CIPD survey of employee attitudes (Guest and Conway 2004) suggests that, in many ways, the 'old' psychological contract still alive and employees still want security. Interestingly, labour market data imply that there has been little reduction in the length of time for which people stay in individual jobs. They are still prepared to offer loyalty, though they may feel less committed to the organization as a whole than to their workgroup and possibly to their customers or clients. It is further suggested that employers are no longer able to provide 'careers' and that this is bound to sour the employment relationships. The CIPD report on, employee attitudes (Guest and Conway 2004) looked particularly at attitudes towards careers and identified three distinct groups of employees. The first group is looking for what might be called a traditional career. They display high commitment and motivation. The second group is more disengaged. They want no emotional ties to the organization and display low levels of motivation. The third group is

looking for independent careers, not tied to any particular organization. They report low levels of commitment and satisfaction. By adopting good employment practices, employers can maximize levels of motivation.

It is however and equally important for an employer to know when there is employee dissatisfaction and the impact it has on an individual employee because this knowledge can help employers circumvent serious problems arising in the workplace: If an employee believes that the employer has breached the agreed terms under the employment contract, his reaction depending on the perceived seriousness of the breach will range from acceptance, mild complaint, withdrawal of effort or goodwill and the last resort, handing in his notice. Line managers play a crucial role in understanding reduced morale levels in employee. (Rousseau, 1995).

2.3 Managing Employee Satisfaction levels at work place

An understanding of how to maintain acceptable employee satisfaction levels in the workplace is important if the employer is going to try and manage it. There is no doubt that professionals are increasingly utilizing the concept of employee satisfaction in the workplace to manage the employment relationship (Guest and Conway, 2002) but it is not always certain, how they are using it (Conway and Briner, 2005, p. 16). The employer may want to influence or shape his employees' beliefs through application of the psychological contract in order to avoid conflict or ensure that they are committed to fulfilling the organizational objectives. Managing the employee satisfaction effectively can be difficult and requires employer to be aware of, and recognize, individual

employee's attitudes and beliefs. So, it involves equipping managers with the knowledge and resources they need to understand how they are part and parcel of their relationship with each employee they manage. Because of the nature of transactional contracts, it might be easier for employers to monitor and implement them. With relational contracts; they need to be aware of the beliefs or aspirations of individual employees over time which can be highly subjective. It may only become apparent to employers what the attitudes of employees are through talking to them formally (e.g. through performance review meetings) or informally (Welling, 2007).

Scholars have long realized that in order for employers to get desired contributions from their employees, they must provide appropriate Inducements (March and Simon, 1958; Schein, 1965) Satisfied and motivated employees, work willingly towards organizational objectives and respond flexibly to organizational problems (Qstroff, 1992; Likert, 1961; Argyris, 1998). However, it has never been easy for employers to know what employees expect and which kinds of inducements will influence employees to make desired contributions. Management of expectations is critical for survival of any relationship. The importance of expectations in influencing the levels of employee satisfaction has been substantially discussed in the literature in the works of Rousseau (1990, 1995) along with a number of co-authors (Robinson *et al*, 1994; Rousseau and Greller,1994; Rousseau and McLean Parks, 1993,).Initiated by Rousseau's seminal work; (Rousseau, 1990), where the concept on psychological contract has been used over a period of time as a scientific construct which is used for understanding the promissory expectations in a working relationship (Millward and Brewerton, 2000; Guest, 1998). HR practices communicate

promises and future intents in the name of the organization through hiring practices, reward practices and developmental activities. Individuals commonly view these promises as forms of contracts, as enduring mental schemas and act according to the commitments conveyed and behaviors cued (Rousseau, 1995).

2.4 Employee quality of work life

The quality of work life aims at integrating the socio-psychological needs of employees, the unique requirements of particular technology, the structure and processes of the organization and existing socio cultural milieu, it seeks to create a culture of work commitment in organizations and Society at large so as to ensure higher productivity and greater job satisfaction of the employees.

The concept of quality of work life is a generic phrase that covers a person's feeling about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning to a person's life. It's a process by which an organization attempts to unleash the creative potential of its personnel by involving them in decision affecting their work lives (Chabhra 2005). The main areas of quality of work life in an organization center's on compensation, health and safety, job security, job design, social integration, protection of individual rights, social relevance of work, respect for non work activities (Chalebra 2005). Organization approach to the above quality of work life concern should address areas of flexibility of work schedules, automatic work groups, job enrichment, opportunities for growth, employee participation, among other organizational practices.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is a blue print of the methodology that was used in conducting the research. Research design, population of study, sample size, data collection, is analyzed as below.

3.2 Research Design

This was a descriptive study where Kenya Wine Agencies Ltd was selected for this study. According to Nachmias and Nachmias (1998), this approach (descriptive) is suitable when the researcher is in search of in-depth information about a phenomenon.

3.3 Target Population

The population of this study included employees from the various departments of Kenya Wines Agency. According to the Human resources department, there were a total of Two hundred and fifty employees (250) as at July 30th, 2013. This number formed the basis of sample selection.

3.4 Sample Design

The sampling frame was obtained from the Human Resource and Administration department as noted in 3.3 above. A sample of seventy employees (70) representing about 29% of the whole population was selected using a combination of stratified and convenience sampling techniques, which were deemed sufficient for ensuring representativeness.

Table 3.1: Sample Selection

No	Departments	Total Number of staff members	Number of staff members
1	Human Resource	24	12
2	Finance and Administration	28	18
3	Production	62	10
4	Warehousing	59	10
5	Sales & Marketing	77	20
		250	70

3.5 Data Collection

The study used primary data collected from self-administered questionnaire. It consisted of two sections. Section one sought information on personal data. Section two captured data on variables pertinent to work satisfaction. Drop and pick method was used enabling the respondents enough time to adequately respond and increasing the chances of receiving a higher percentage of participation.

3.6 Data Analysis

The data was classified, tabulated and summarized using descriptive measures, percentages and frequency distributions tables, while tables and graphs will be used to present findings. These measures have been considered adequate for this kind of analysis in previous related surveys.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter contains data analysis and presentation. In chapter three, a sample of seventy (70) employees was selected. Out of the seventy questionnaires administered, only sixty were returned complete. It is these returned questionnaires that were used for purposes of data analysis and presentation.

4.2 Data analysis and findings

Table (iii): Tabulation by Gender

Gender	Number	Percentage %
Male	42	70%
Female	18	30%
Total	60	100%

Source: Author, 2013

From Table above 70% of the respondents were men. The women were nearly a half of the male population in the company that were represented in the sample.

Table (iv): Tabulation by period of time worked in KWAL

Period	Number	Percentage %
Below 1 year	03	05%
1-10 years	30	50%
10-20 years	24	40%
20-30 years	03	05%
30 years and above	None	0%
Total	60	100%

Source: Author,2013

Most of the respondents revealed that they had served KWAL FOR a period of between one and ten years. Very few (about 5%) reportedly had worked for either a very short time i.e. below one year or for more than thirty years. Responses on the basis of the respondents' position within the company indicate that most of them are within supervisory levels. This was expected as more often than not appointments to supervisory levels is on the basis of experience and probably experienced gained within the company as the individual will have risen within the ranks. This number of supervisors was closely matched by the number of operational staff interviewed. It should be noted that it is not just the operational staff who reported to supervisors but also employees on contract and indirectly employees of out sourced facilities. Those in middle to high level of management were not that many. Most organizations will be seen to retain a lean top management because there is a policy formulation.

Table (v) : Departments worked in by respondents.

Department	Number	Percentage %
Human resources	3	05%
Procurement	4	6.77%
Finance	3	05%
Customer service	20	33.33%
Production	30	50%
Total	60	100%

Source: Author, 2013

A half (50%) of the respondents indicated they served within the production department. Customer service reportedly had a fairly high representation. This is because customer care is broad and involves quite a number of activities not just front office operational procurement, Human Resource and finance for a relatively weak representation of four (4%) percent and below.

Within each department in KWAL there are sub-departments. Each employee reports to a specific sub-department as tabulated.

Table (vi) : Classification by department worked in within KWAL

Department	Number	Percentage %
Front office reception	12	20%
Nairobi's service centre	08	13.80%
Packaging	10	16.66%
Winery	18	30%
T.B.A	02	3.33%
Carton Assembly	02	3.33%
Production – office	08	13.80%
Total	60	100%

Source: Author, 2013

Table iv indicates that most of the respondents are from the winery section (30%). This could be explained by the fact that this is the sub-department that handles most of the production with the rest concentrating on distributing drinks from other manufactures, foreign or local. The front office reception accounted for twenty (20%) percent of the total respondents and this is probably because within the company most of the work involves front office staff who handle enquiries, follow up on orders with the production people and with the clients. Both production and Nairobi service centre received nearly uniform response of about fourteen (14) percent. The T.B.A. and carton assembly both had minimal representation of less than four (4) percent.

SECTION TWO: Employees' views on levels of job satisfaction

In this section, the respondents were required to indicate their level of job satisfaction in relation to the job, method of supervision, managerial issues and issues related to the organizations environment. Owing to the nature of the questions/statements which were rating related in nature, the mean was used as the primary tool of analysis.

4.2.1 Job related information

Table (vii) Job Related Statements

Statement	Mean
Level of involvement	4.12
Measurability of output	4.00
Clarity of instructions	3.90
Availability of guidelines	3.81
Duration of work	2.70
Ability to consult	2.50

Source: Author, 2013

The level of involvement of the employee in the job itself to a great extent (4.12) led to increased job satisfaction. Measurability of output and clarity of instructions given to the employee were seen as factors relating well with employee job satisfaction. Respondents indicated that they would want clearly provided guidelines on their work expectations that is the supervisor in this case would be expected to provide focus on their

expectations on the employees' performance. The top management would be expected to provide guidelines to those at the supervisory level.

Ability to consult and duration of work were not considered very important in the determination of job satisfaction with a rating of below a mean of 3.00 each .This shows that when it comes to job satisfaction employees are not worried or bothered about duration and ability to consult probably because they would want to be given complete autonomy in the performance of their duties.

4.2.2 Supervisory related information

This criterion rated issue of clarity of communication, willingness to provide feedback, absence of threats from supervisors, if there was a lack of biasness in conducting performance appraisals, whether there is influence when an employee is close to a supervisor and whether counseling services are conducted within the organization. The outcome is tabled as below;

Table (viii) Rating of statements in relation to supervision and employee satisfaction

	Statement	Mean
1	Clarity of communication	4.8
2	Willingness to provide feedback	4.4
3	Absence of threats from supervisors	4.2
4	Lack of bias in appraisal	3.8
5	Nearness to the supervisor	3.6
6	Counseling services by the supervisor	2.8

Source: author, 2013

Employee derives satisfaction from their work when there is clarity of communication. This could be communication from their supervisors on expected performance or the actual performance (With a mean of 4.8). This finding links well with lack of bias in appraisal with a mean score of 3.8. Threats from supervisors were found to have a negative impact on the satisfaction of employees. Their absence was therefore given a highly favorable making of 4.2 in terms of enhancing job satisfaction; Counseling services in relation to the job by supervisors were not found to be very important (mean of 2.8).

4.2.3 Managerial related information

Table (ix) Responses to statements related to the management style and their impact on employee satisfaction.

	Statement	Mean
1	Management supports delegation of duties by supervisors	4.8
2	Management gives complements where due	4.7
3	Managers are willing to listen to grievances and complaints	4.2
4	Management is not subject to changes all the times	3.6
5	Managers are willing to guide supervisors	3.3
6	The managers support supervisors always	2.1

Source: author, 2013

Delegation of duties by supervisors and the extent to which the management supports this was mentioned as an overriding factor leading to a high level of employee satisfaction respondents indicated with a mean of 4.8 that they desire an environment where they are

set free to discharge their duties without undue interference. The factor on delegation is very closely related to the employees' feeling that the management gives them a free hand in performance of their duties (4.6) to their supervisors. It would translate that by giving a free hand to supervisors, the management would have given their blessings to supervisors to delegate. Employees also suggested that they expect management to give compliments where due (4.7). This would mean that employees are congratulated when they perform exceptional well. Manager's willingness to listen to grievances and employee complaints was also given a relatively high rating (4.2). It was noted that a management that is seen to always support the supervisors view will lead to low levels of satisfaction (2.1). This would mean that effectively, even if the employees had issues relating to supervision, working conditions among others they would not be addressed without bias.

4.2.4 Issues relating to environment

Table (x) Response on issues relating to the environment of KWAL and effect on employee satisfaction

	Statement	Mean
1	For the same level of pay should be commensurate with that of competitors	4.80
2	The performance standard expected of use should match those of the competition	4.60
3	For unionisable grades, government pay guidelines should be followed	4.10
4	Economic dynamics within the country should be considered when setting remuneration	3.40
5	Working hours should be as friendly as those of the competitors of KWAL	2.80

Source: Author, 2013

On the relative comparability of pay with that of competitors, employees felt that this to a large extent affects their level of satisfaction (4.80). The targets set and the expectations of the management should be well spelt out and they should match those of the competition (4.6). Strangely, development within the economy was not given a very high rating (3.40). The expectation would have been that the pay should reflect the state of the economy. The length of working hours was not a very strong consideration in relation to employee satisfaction (2.80). Employees, it would seem, were therefore comfortable working for any length of time as long as the other factors (discussed above) were given serious consideration.

4.3 Discussion

The study set out to establish those factors that influence work satisfaction in KWAL. From the preceding data analysis, the factors have been identified as: Level of employee involvement in handling a task accounts to a very large extent for work satisfaction together with the measurability of the work output. Hackman (1975) and others noted that job enrichment is a major contributing factor to job satisfaction. They also assert that for measurability of performance to be perfect, the parameters must have been established by both supervisor and the employee prior to undertaking the task. The findings reveal that employees of KWAL value participative management and clarity of communication. Zeithaml (1999) concludes that motivation goes hand in hand with clarity of supervisor's expectations of the employee. Delegation of duties was indicated as an important driver of employee satisfaction. The employees indicated that they supported delegation to

themselves and also their supervisors. According to Rosseau (1995) delegation is an indication of confidence in the employee's ability in performing a task.

CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter contains a discussion of the findings. The findings will be discussed against the background of available literature. A summary of the findings addresses the research question i.e. factors determining employee satisfaction. Recommendations on the bias of the discussion and summary will also be forwarded.

5.2 Summary of findings

From chapter four, it can be concluded that most of the employees of KWAL work in the Production and Sales department. This is not strange given that KWAL is both a manufacturer and distributor of wines in Kenya. The fact that employees in customer service make up 33.3% of the workforce interviewed is quite in order since given the nature of the operations of this company. Most of its business is order sourcing and delivery related.

The winery department takes quite a large portion of those in production department (30%). This can be explained by the nature of the history of KWAL which was to concentrate on the production and marketing of wines. It was out of a desire to remain in tune with competitor developments and the need to address emerging markets that KWAL ventured into the business of spirits and brandies which in any case are related technologically to wines in terms of production.

In relation to the job, it is clear that employees will want to be involved more in the job or task at hand. This goes beyond just delivery on it but also touches on the design of the job, setting the targets, selection of the other team members to be involved among others. This could arguably be giving rise to the statement on measurability of output. They (employees) will derive a lot more satisfaction when evaluated on a task whose targets they participated in setting. It can be concluded that employees derive satisfaction from tasks and instructions which are clear and unambiguous. They do not appear as per the responses to be bothered about the duration of work or availability of seniors for consultation. This is probably because of the desire for greater autonomy in the task.

Delegation of duties by supervisors to the employees was given a lot of prominence (4.8). It is indicative of the fact that employees derive higher work satisfaction when they are given a lot of freehand in the discharge of their duties, coupled with this was the revelation that employees are more comfortable with a management that gives guidelines to supervisors clearly which in turn translates to clarity of expectations on the part of the employees under the supervisor. A management that entertains and acts to grievances and complaints and gives compliments where and when due was highly favored (4.7). To re-enforce redress to grievances and complaints, interviewees indicated that they do not get along comfortably with a management that always sides with supervisors or senior managers all the time.

Interviewee expressed desire for equitable pay in comparison with the competition. As noted in the chapter one, the competitors of KWAL include EABL, Keroche industries among others. The interviewees therefore it can be concluded, would be satisfied with a

remuneration package that is at par with that of employees of the competitors for the same grades. Still on competition performance expectations on the part of the management it was elicited should match those of the competitors. This party in terms of both pay and performance expectations would go a long way in ensuring satisfaction on the part of the employees. The respondents indicated that governing policy on pay should also be adhered to. The expectations here would be that between the competitors pay and the minimum pay set by the government, the employers should provide the higher of the two. The issue of duration worked in relation to competition was not seriously considered as a factor determining satisfaction but there was a relatively high rating on factoring in of economic environment dynamics within the country whenever there is setting or review of wages and salaries.

5.3 Recommendations

Given the foregoing data analysis discussion of findings and summary, the author funds the following recommendations in order; The management of KWAL and indeed business in the same industry must consider involving their employees more in those activities where the employee is involved. Traditionally, there has been a tendency whereby instructions are given from the top without regard to the conditions of those people who are expected to deliver on those instructions. Provided with an opportunity employees would state the limitations they are likely to come across in the process of discharging the task.

Communication on both performance and targets must be clear to both supervisor and employee. At times the supervisor is seen to be attempting to communicate a target which they themselves do not understand.

Reward schemes to the employee must appear equitable and must also be worked out. Since they will knowingly or unknowingly find out what the competitors offer in terms of remuneration, KWAL has to be guided by the principle of competitive parity.

5.4 Conclusion

In view of the analysis and the findings in Chapter (iv) the following conclusions can be made: the level of job involvement, measurability of output and clarity of instruction were indicated as factors that determine employee job satisfaction. Dependence on the direction or guidance from the supervisors was given very low rating. Employee can be said to derive satisfaction from their work when there is clear establishment of expectations either upwards or downwards. Communication could be by way of organizational objectives or employees grievances and expectations of both. Employees indicated expectedly that their rewards should be adequate in relation to the job and the management should not overlook the rewards offered by competitors for similar tasks. In the design of remuneration structures, economic dynamics and government pay guidelines cannot be ignored.

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APPENDIX I: LETTER OF INTRODUCTION

Prudence Mwonga

P.O. Box 30197, 0010

Nairobi, Kenya.

Dear Sir,

REF : PARTICIPATION IN UNDERTAKING RESEARCH

I am a post graduate student of University of Nairobi, undertaking a Business Management Research paper project on the topic – 'Factors perceived to influence employee satisfaction at work place' targeting Kenya Wine Agencies Ltd as the workplace.

This is to seek your authority to conduct the Research at Kenya Wine Agency through interview guides administered in form of questionnaires to be submitted to your employees.

The information provided will be treated with utmost care, confidentiality and will be for academic purposes only.

Yours faithfully,

Prudence N. Mwonga

APPENDIX 1I: QUESTIONNAIRE

SECTION ONE:

(i) PERSONAL DATA

Please give answer in spaces provided by ticking () the appropriate.

1. Gender Male [] Female []

2. Age in years: 20-29 [] 30-39 [] 40-49 [] 50-59 []
above 59 []

3. For how long have you worked in KWAL?

Below one year []
1 year – 10 years []
10 years-20 years []
20 years-30 years []
30 years and above []

4. Which of these best describes your position in KWAL?

Managerial []
Supervisory []
Operational []
Other specify

5. In which department do you work?

Human resource []

Procurement []

Finance []

Customer service []

Production []

6. Under the chosen department in which station do you work in?

i) Front office []

ii) Nairobi's service centre []

iii) Packaging []

iv) Winery []

v) T.B.A []

vi) Carton assembly []

vii) Production Office []

SECTION TWO: Employees' views on levels of job satisfaction

The statements below relate to your view on the level of satisfaction in regards to your job.

(Please tick the box that most closely represents how you feel about each statement).

(A) JOB RELATED STATEMENTS

	Strongly disagree			Strongly agree	
	1	2	3	4	5
	[]	[]	[]	[]	[]
1. Clear instructions	[]	[]	[]	[]	[]
2. Availability of guideline	[]	[]	[]	[]	[]
3. Ability to conduct	[]	[]	[]	[]	[]
4. Duration of work	[]	[]	[]	[]	[]
5. Level of involvement	[]	[]	[]	[]	[]
6. Measurability of output	[]	[]	[]	[]	[]
Others specify					

(B) SUPERVISORY RELATED STATEMENTS

	Strongly disagree			Strongly agree	
	1	2	3	4	5
	[]	[]	[]	[]	[]
1. Proximity (nearness) to the Supervisor	[]	[]	[]	[]	[]
2. Clarity of communication	[]	[]	[]	[]	[]
3. Willingness of provide feedback	[]	[]	[]	[]	[]
4. Lack of Gas in appraisal	[]	[]	[]	[]	[]
5. Absence of threats from supervisors	[]	[]	[]	[]	[]

6. Counseling services by supervisors [] [] [] [] []
7. Supervisors can allow for discretion [] [] [] [] []
- Others specify

(C) MANAGEMENT RELATED ISSUES

		Strongly disagree Strongly agree				
		1	2	3	4	5
		[]	[]	[]	[]	[]
1.	The management supports supervisors	[]	[]	[]	[]	[]
2.	Managers willingness to guide Supervisors.	[]	[]	[]	[]	[]
3.	Managers willingness to listen to grievances/ complaints	[]	[]	[]	[]	[]
4.	Management can give complements where due.	[]	[]	[]	[]	[]
5.	Management gives free land to Supervisors.	[]	[]	[]	[]	[]
6.	Management supports delegation of duties by supervisors.	[]	[]	[]	[]	[]
7.	Management has clarity of focus and is not subject to changes most of the time.	[]	[]	[]	[]	[]
	Others specify					

(D) ISSUES RELATED TO THE ENVIRONMENT

		Strongly disagree			Strongly agree	
		1	2	3	4	5
		[]	[]	[]	[]	[]
1.	For the same level, pay should be commensurate with that by competitors	[]	[]	[]	[]	[]
2.	The working hours should be as friendly as of other companies	[]	[]	[]	[]	[]
3.	For unionisable grades, Government pay guidelines Should be followed	[]	[]	[]	[]	[]
4.	The standards expected of us should match those of Competitors	[]	[]	[]	[]	[]
	Others specify					