

**THE PERCEIVED RELATIONSHIP BETWEEN JOB SATISFACTION AND  
ORGANIZATIONAL COMMITMENT AMONG COMMUNITY BASED  
ORGANIZATIONS IN MATHARE CONSTITUENCY IN NAIROBI,  
KENYA.**

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REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTER OF  
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## **DECLARATION**

I declare that this research project is my original work and has not been submitted to any other university for award of a degree.

Signature

.....Date.....

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**D61/68245/2011**

This project has been submitted for examination with my authority as the university supervisor

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## **DEDICATION**

I dedicate the project to my entire family for their support during the whole duration of the course.

## **ACKNOWLEDGEMENT**

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## **ABBREVIATIONS AND ACRONYMS**

- HR - Human Resources
- HRM - Human Resource Management
- NGOs - Non- Governmental Organizations
- OC - Organizational Commitment.

## **ABSTRACT**

Job satisfaction is an important determinant of the level of organizational commitment that is exhibited by employees in a particular organization. The purpose of this study was to establish the perceived relationship between job satisfaction and organizational commitment among community based organizations in Mathare constituency in Nairobi Kenya. The study took the form of a descriptive cross sectional survey of community based organizations in Mathare constituency. The population of the study included all the community based organizations operating in Mathare constituency. The sample size involved 110 respondents. Primary data was collected for the study from employees of 24 CBOs through questionnaire in form of job satisfaction index and organizational commitment. The data collected was analyzed using descriptive statistics. The findings reveal that there is low perceived job satisfaction among the employees of community based organizations operating in Mathare constituency in Nairobi. This manifests itself in form of unfair pay for work done, inequitable distribution of duties and responsibilities, subjective judgments from supervisors, lack of fair rules to guide operations and lack of recognition when one performs better. Employees who are not satisfied with their jobs have low organizational commitment as they are more likely to leave the organization any time an opportunity arises. They also don't have any attachment with the organization since they do not feel as part of the organization. Low job satisfaction leads to low organizational commitment. The study recommends that the community based organizations should establish ways of improving job satisfaction among their employees in order to enhance organizational commitment.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

In today's competitive world, human resource is the main and the most critical asset of every organization (Karimi et al., 2011). The satisfied and highly motivated human resources play an important role to advance the policies and plans of any organization (Rajab et al., 2006). This is very important for service organizations which desirable and good behaviors of their employees, lead to create an intimate relationship with customers (Dessler, 1998). Thus, considering job satisfaction category and members loyalty and commitment to the organization and better performance of assigned roles and also beyond-role duties of human resources, is one of the serious concerns for managers of organizations (Baqeri and Tavallae, 2010).

Job satisfaction is a criterion for mental health in organization and serves to human resources effectively (Sadeghian et al., 2010). Job satisfaction, means human positive view toward his/her job which results from some factors such as workplace conditions, type of management and salary (Sekaran, 2003). There is no doubt that job satisfaction for employees is very important. Managers, at least need to concern, their job satisfaction according to three reasons: First, there are very evidences implying that dissatisfied employees resign more; Secondly, it is proved that satisfied employees enjoy better health and live longer; Lastly, job satisfaction is a phenomenon which goes beyond the board of the organization and the company and its effects would be seen in their private

life and out of the organization (Robins, 1970). Job satisfaction contains different aspects which are considered as determinant factors in job commitment including professional dependence that impacts on employee satisfaction and interest of their job (Roohi et al., 2011).

Williams (1995) recognized increased job satisfaction to be effective to develop organizational commitment. Employees' commitment to an organization is necessary for contemporary organizational success (Brown, 2003). Employees' commitment to organization generates intangible assets (Abolalae, 2006). Organizational commitment is a force which links employee to actions according to one or more certain goal(s) of organization (Vitell, 2008). Employees with high commitment, maybe willing to try more in favor of the organization. Employees' strong interest in the organization allows better adaptive skills and more responsibility and response to changes in customers' demands and also leads to adaptation.

### **1.1.1 The Concept of Perception**

Perception can be defined as the organization, identification and interpretation of sensory information in order to understand the environment. It is normally affected by learning, memory and expectation. According to Jerome Bruner, people go through a process in order to form opinions. This process entails: in an instance where a perceiver encounters an unfamiliar situation, new information cues are opened and one wants to learn more. This is closely followed by one trying to collect more information about a situation until a familiar cue is encountered which helps in understanding the

situation. After this, one becomes open and selective. The perceiver also tries to look for more information to confirm his/her perception. This helps in getting a final and consistent concept over a given situation.

According to Alan Saks and Gary Johns, perception has three components namely: The perceiver- the person who becomes aware about something and comes to a final understanding. This person is normally affected by three factors i.e. experience, motivational state and emotional state. The second component is the target which can be defined as a person or situation which is being perceived or judged. Wherever there is lack of information about a target, it leads to greater need for interpretation and addition. The third component is the situation which greatly influences perceptions because different situations may call for additional information about the target. One experiment found that thinking of the name "Hitler" led to subjects rating a person as more hostile. Whether a piece of music is perceived as good or bad can depend on whether the music heard before it was unpleasant or pleasant. For the effect to work, the objects being compared need to be similar to each other e.g. job satisfaction and organizational commitment.

### **1.1.2 The Concept of Job Satisfaction**

Locke (2002) defines job satisfaction as a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction can be viewed as an employee's observation of how well their work presents those things which are important to them. Simply put, job satisfaction is an attitude people have about their jobs (Chelladurai, 1999). Balzer (1997) defines job satisfaction as the feelings a worker has

about his or her job or job experiences in relation to previous experiences, current expectations, or available alternatives. Buitendach and de Witte (2005) proffer the view that job satisfaction relates to an individual's perceptions and evaluations of a job, and this perception is in turn influenced by their circumstances, including needs, values and expectations. Individuals therefore evaluate their jobs on the basis of factors which they regard as being important to them (Bagraim, 2003).

The concept of job satisfaction has been broadly studied in literature, due to the fact that many experts, managers as well as researchers, believe its trends can affect and influence work productivity, employee turnover and employee retention. Satisfaction has been classified into three main classes: intrinsic, extrinsic, and total (Nel et al., 2004). According to Rose (2001), an employee is intrinsically satisfied if he receives no apparent reward except the activity itself, while extrinsic satisfaction is defined as the opposite concept (that is, an employee is extrinsically satisfied if he receives monetary compensation or other material rewards to modify his behavior). As a consequence of the importance of this concept, it emerges that also the main antecedents of job satisfaction have not to be ignored. Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1976).

Job satisfaction has been found to significantly influence absenteeism, turnover, job performance, and psychological distress (Chen et al., 2006). Locke (1976) also revealed that job dissatisfaction is among the best predictors of turnover. Additionally, Williams

(1995) found that employee benefits affect their job satisfaction. Nevertheless, several antecedents of job satisfaction have been studied over the years including compensation, opportunity for advancement, leadership style, work environment, organizational structure and climate (Testa, 1999).

### **1.1.3 Organizational Commitment**

Organizational commitment can be defined as the strength of an individual's identification with, and involvement in the organization (Levy, 2003). Organizational commitment is distinguished from job satisfaction in that organizational commitment is an effective response to the whole organization, while job satisfaction is an effective response to specific aspects of the job (Ting, 1997). Construed as an individual's identification and involvement with a particular organization, organizational commitment is represented by a strong belief in and acceptance of the organization's goals and values; willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization (Hart & Willower, 2001).

The construct of organizational commitment (OC) has been conceptualized in a variety of fashions. The bulk of research related to OC can be viewed in terms of attitudinal versus behavioral conceptualizations. The concept of organizational commitment has been treated as

a variable of interest in its own right and a variety of definitions and measures have been proposed (Meyer et al., 2001). The concept has attracted more attention recently from organizational scientists, perhaps due to changes taking place in employment practices

that have arisen from the international employment marketplace and increased alternatives for skilled employees in a global economy (Sullivan and Arthur, 2006).

Organizational commitment is a subjective measure that captures employees' perceptions of their identification with their organizations' core values, their intent to stay with their organization, and their willingness to exert more effort than expected by their organization (Mowday et al., 1982). Continuance commitment refers to the commitment employees experience towards the organization because of investments they have made or because of the costs associated with leaving the organization (Dipboye et al., 1994). This form of commitment develops when employees realize that they have accumulated investments they would lose if they left the organization or because their alternatives are limited.

The difference between affective commitment and continuance commitment is that employees high in affective commitment stay with the organization because they want to, while employees high in continuance commitment stay because they have to (Meyer et al., 2001). Meyer et al (2001) have identified a third dimension of organizational commitment, which they describe as normative commitment. This form of commitment concerns a feeling of (moral) obligation to remain in the organization. What these three dimensions have in common is that they all indicate the extent to which employees are willing to remain in an organization. Organizational commitment is essential for reaching such challenging goals as these goals require more effort and typically have lower chances of success than are easy goals (Klein et al., 1999). Organizational commitment



has been conceptualized as a psychological state or mindset that binds individuals to a course of action relevant to one or more targets, and a willingness to persist in a course of action (Cooper-Hakim and Viswesvaran, 2005).

#### **1.1.4 Community Based Organizations (CBOs)**

Community-based organizations are civil society non-profits that operate within a local community. They are essentially a subset of the wider group of NGOs. Like other nonprofits they are often run on a voluntary basis and are self-funded. Within community organizations, there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and are more informal. The recent evolution of CBOs, especially in developing countries, has strengthened the view that these "bottom-up" organizations are more effective addressing local needs than larger charitable organizations.

It is estimated that there are around 40,000 CBOs in Kenya. Most of these organizations are membership based organizations that offer services to their members as much as they give back to the society. They are often non-profit organizations which are based locally within the communities and they play a critical role in creating a ground for individuals to share their problems and resources. These organizations serve to bridge the gap between the 'haves' and the 'have-nots' of the society. The main sources of finance for these organizations are contributions from the members of the organization, society and donors.

CBOs have been known to face a number of challenges in running their programs. A study conducted on the sustainability of community based projects in Kenya revealed that the major challenges that these organizations face include poor leadership, inadequate skills and under-capitalization. Further, the study showed that there is a vast gap between these organizations and donors. Thus, unless these organizations are strategically positioned, it is very difficult for them to address not only the critical issues facing communities today but also the very challenges threatening their own survival. This forms the basis for of this strategic plan.

### **1.1.5 Community Based Organizations in Mathare Constituency**

Mathare Constituency is an electoral constituency number 290 in Kenya. It is one of the constituencies in Nairobi County with a population of 193, 416 (Census, 2009). Mathare constituency covers an area of approximately 3.0 square kilometers. The constituency has six county ward assemblies, namely; Mabatini ward, Ngei ward, Hospital ward, Huruma ward, Mlango ward and Kiamaiiko ward. Part of Mathare constituency forms one of the largest slums in Nairobi. Mathare is characterized by unsafe and overcrowded housing, elevated exposure to environmental hazards, high prevalence of communicable diseases, and a lack of access to essential services, such as sanitation, water and electricity. Many residents of slums in Mathare constituency frequently suffer from tenure insecurity, while widespread poverty and violence further increase their vulnerabilities.

There are many initiatives that exist at the community level in Mathare Constituency through CBOs. They include efforts by individuals/groups to organize the community for different reasons such as security, economic activities, education, and spiritual growth among other beneficial activities. There are a total of fifty registered CBOs in Mathare constituency. The most visible efforts are the money saving groups. The youth are the majority in Mathare. Due to this fact, many CBOs are designed to aid youth and women in the constituency. Most of the youth and women are unemployed in Mathare constituency and this explains the reason as to why there are many CBOs in the constituency.

## **1.2 Research Problem**

Most of the research has treated job satisfaction as an independent and organizational commitment as a dependent variable (Jernigan et al., 2002). As Mowday et al. (1982) suggest, commitment and job satisfaction may be seen in several ways. Job satisfaction is a kind of response to a specific job or job-related issues; whereas, commitment is a more global response to an organization. Feinstein and Vondrasek (2001) analyzed the effects of job satisfaction on organizational commitment among the restaurant employees and the findings proved that satisfaction level would predict their commitment to the organization. A study conducted by Ali (2005) on the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees in Iran identified that employees job satisfaction and organizational commitment were closely inter related and correlated with turnover intention. Job satisfaction has been recognized as a component of organizational commitment

(Williams, 1995). One way to address issue of employee turnover is to understand the job satisfaction and commitment level of employees.

CBOs have been known to face a number of challenges in running their programs. A study conducted on the sustainability of community based projects in Kenya revealed that the major challenges that these organizations face include poor leadership, inadequate skills and under-capitalization. Further, the study showed that there is a vast gap between these organizations and donors. Thus, unless these organizations are strategically positioned, it is very difficult for them to address not only the critical issues facing communities today but also the very challenges threatening their own survival. There is an inherent high rate of employee turnover in most of the CBOs. With these numbers of CBOs, there is supposed to be some positive impact i.e. decline in the severity of the problems in Mathare Constituency especially in the Mathare area. Conversely, the problems seem to be increasing. This acts as a pointer to low productivity on the part of employees and CBOs in general. This is an indication that there is likely to be a problem with job satisfaction and organizational commitment. The study aims to examine the turn- over rates, performance and productivity levels in the CBOs.

In Kenyan context, various aspects of job satisfaction and organizational commitment have been reviewed. Khainga (2006) carried out a research on job satisfaction and organizational commitment among customer care representatives of Safaricom Ltd; Kariuki (2007) reviewed the relationship between HRM practices, job satisfaction, organizational commitment and performance of public secondary schools in Kenya and

finally Kithiaya (2011) who studied the relationship between pay, job satisfaction and organizational commitment; a survey of employees of Kenyan State Corporations. These studies focused on commitment and job satisfaction but no study has been carried out locally on CBOs linking these two. A gap in literature has motivated this study as the study seeks to answer the research question; what is the perceived relationship between job satisfaction and organizational commitment among Community Based Organizations in Mathare constituency?

### **1.3 Research Objective**

To establish the perceived relationship between job satisfaction and organizational commitment among Community Based Organizations in Mathare constituency.

### **1.4 Value of the Study**

The management of CBO will be able to identify HRM practices that contribute to organizational commitment and job satisfaction in their respective organizations. This will lead to improvement in cases where firm's job satisfaction is poor and understand that workers are not only satisfied by monetary terms but other factors like working environment. In addition, the management will be in a position to understand the effect of job satisfaction on organizational commitment since every organization needs committed employees.

In regard to Human resource consultants, the findings of this study will enable them to provide better services to the clients in form of sound HR advice. This is in regard to the relationship between the job satisfaction and organizational commitment. This will

enable the organization to develop an effective workforce that is very efficient and productive by ensuring that employees are satisfied and committed to the organization all the time.

The findings of this study will also enable the scholars to add value to the existing knowledge in the Human Resource Management discipline. It will also form the basis upon which other related and replicated studies can be based on and also suggest potential research areas for future researchers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses various theories of job satisfaction and organizational commitment, factors influencing job satisfaction, organizational commitment and lastly the relationship between job satisfaction and organizational commitment.

#### **2.2 Theoretical foundation of the study**

In the literature of the job satisfaction and organizational commitment, there are various theories of job satisfaction and organizational commitment. Maslow (1970) believed that people who come out of an environment which does not meet their basic needs tend to experience psychological complaints later in life. Based on the application of this theory to organizational settings, it can be argued that people who do not meet their needs at work will not function efficiently. Maslow's (1970) theory is based on two assumptions; that is: people always want more and people arranged their needs in order of importance (Smith & Cronje, 1992). Maslow (1970) summarized these needs into five; physiological needs, safety needs, social needs, ego and esteem needs and finally self-actualization needs. Practicing managers have given Maslow's (1970) need theory wide recognition, which they ascribe to the theory's intuitive logic and ease of understanding. However, Robbins et al. (2003), argue that research does not validate the theory, since Maslow (1970) does not provide any empirical substantiation, and a number of studies that were seeking validation for the theories have similarly not found support for it.

Alderfer (1972) revised Maslow's theory to align work with more empirical research (Robbins et al., 2003). Alderfer's (1972) theory is referred to as ERG theory and is based on the following three needs; existence, relatedness and growth. Existence is involved with providing individuals with their basic existence requirements and it subsumes the individual's physiological and safety needs. Relatedness is the desire to keep good interpersonal relationships, which Maslow labeled social and esteem needs. Growth needs are an intrinsic desire for personal development based on the self-actualization needs of Maslow. The ERG theory pivots around the axial point that more than one need is in operation at the same time. When the aspiration to satisfy a higher need is subdued, the desire to satisfy a lower order level need increases. Alderfer (1972) mentions two forms of movement which will become important to a person. The first one is referred to as satisfaction-progression. The second movement is the frustration-regression, which provides additional insight about motivation and human behaviour. According to Alderfer (1972), when a person's needs are frustrated at higher level, it leads to movement down the hierarchy.

In terms of Herzberg's (1966) motivation-hygiene theory, factors that make employees feel good about their work, are different from factors that make them feel bad about their work. According to Herzberg (1966), employees who are satisfied at work attribute their satisfaction to internal factors, while dissatisfied employees ascribe their behaviour to external factors. Factors that play a role in contributing to the satisfaction of employees are called motivators, while hygiene factors contribute to job dissatisfaction. These two factors are also called the intrinsic (internal) and extrinsic (external) factors. It can be



argued that if the hygiene factors are removed, that it is unlikely workers will be satisfied. Both the hygiene factors and motivators play an important role in the performance of the individual. Criticism against Herzberg's (1966) theory is that the relationship between motivation and dissatisfaction is too simplistic as well as the relationship between sources of job satisfaction and dissatisfaction (Smith et al. 1992).

Locke's (1976) Affect Theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet.

### **2.3 Factors Influencing Job Satisfaction**

Finding out exactly what makes people feel satisfied about their work can become a multi-faceted issue. According to Arnold and Feldman (1996), there are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with a few aspects of their work but dissatisfied with all other aspects, (Mullins 2002).

There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. As indicated by Arnold and Feldman (1996), pay can have a powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy these needs, (Arnold and Feldman 1996). Furthermore a desire for money stems from people's needs to satisfy their physical and security needs, whilst "go getters" view pay as a status and recognition symbol (Locke, 1976). Therefore the concept of pay or money may have different meanings to different individuals. Chen et al. (2006) also reminds that if salaries are not market related, this can lead to dissatisfaction and discontent. Educators may be grieved by the fact, that their experience and qualifications is not consistent to the salaries that they earn. Nel et al (2004) concurs that staff members will compare with other employees to what they put in and get out from an organisation.

A staff member may be totally happy with the job conditions and the people they work with; but may dread the work itself. The 'work itself' will play a critical role in determining how satisfied a worker is with his or her job, (Arnold and Feldman 1996). Arnold and Feldman (1996), also state that employees should be entrusted with some autonomy in how they carry out their tasks, which will lead to his or her job satisfaction. This will bring about individuality and sovereignty in performing a job. Moreover, some staff members may view their job as tedious and less stimulating. Nel et al (2004), indicates that people would rather prefer a job that is interesting, challenging and would create opportunities for self-actualization and recognition.

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, (Arnold and Feldman 1996). However, Gazioglu (2002) warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entails opportunity for advancement (promotion).” Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social stays. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

There has been a huge outcry from educators of the poor supervision in the education sector. Many staff has complained that their seniors lack human relations and supervisory skills. They have also made mention of the tremendous amount of favoritism and inequities that exist at management level. According to Nel et al. (2004), if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

The worker would rather desire working conditions, which will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the workers mental and physical well-being, (Nel et al, 2003).

Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996), promotes that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources form all part of working conditions. Educators may feel that poor working conditions will only provoke negative performance; since their jobs are mentally and physically demanding.

## **2.4 Measurement of Job Satisfaction**

Job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes job satisfaction an issue of substantial importance for both employers and employees. Employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also be happy in their work, given the amount of time they have to devote to it throughout their working lives (Nguyen, Taylor and Bradley, 2003a).

There are a number of measures that can be used to measure job satisfaction. One such measure is the pay that is associated with the job that an individual is required to do. According to OECD (1996b) income is typically found to be positively correlated with overall job satisfaction. It is suggested that relative, as well as absolute, income matters to workers. In this formulation, workers care about their rank or relative position in some

income distribution, as well as about the amount of their paycheck. The pay that an employee receives including the other non pecuniary benefits determines the level of satisfaction the employee has in the job ( Frank, 1993).

The other measure of job satisfaction is hours of work. Hours of work have recently become an important policy issue, figuring in debates over both potential cures for high unemployment and discussions of overwork. It is important to bear in mind the caveat evoked above when considering this information: actual hours have to be considered in terms of their relation to workers' desired hours. At the same time as average hours have been falling in most countries, the percentage of workers classified as involuntary part-time has risen from its trough level in 1990. According to OECD (1995) there is a growing tendency to more part time work because more people are more than willing to reduce the hours they spend at work. The time one spends working largely determines how satisfied that person will be with the job.

According to OECD (1997a) future prospects for promotion and job security determine how satisfied a worker will be with the current job. The level of difficulty associated from performing a particular job; job interest, prestige and independence; interpersonal relationships as well as values and outcomes also determine the level of job satisfaction among employees in any organization.

## **2.5 Organizational Commitment**

Organizational commitment has emerged as an important construct in organizational research owing to its relationship with job related constructs such as absenteeism, turnover, job satisfaction, job involvement and leader subordinate relations (Arnolds and Feldman, 1996; Bagraim, 2003). Organizational commitment can be considered to be affective responses or attitudes which link or attach an employee to the organization. Bagraim (2003) defines organizational commitment as a strong desire to remain a member of a particular organization, a willingness to exert high levels of effort on behalf of the organization and a definite belief in and acceptance of the values and goals of the organization. According to Mawday (1982), people who are committed are more likely to stay in an organization and work towards the organizational goals.

According to Meyer and Allen's (1991) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization. Bussing (2002) identifies three sources of commitment: the instrumental, affective and normative source. Affective commitment emphasizes attachment to the organization; individuals put all their energy into their work, which is not expected of them. According to Bussing (2002), instrumental commitment focuses on the idea of exchange and continuance. Normative commitment focuses on an employee's feelings of obligation to stay with an organization. Bagraim (2003) states that although various multidimensional models of organizational commitment exist, the three models, which are proposed by Meyer et al. (2001), are widely accepted in organizational research.

Affective organizational commitment is conceptualized as an individual's attitude towards the organization, consisting of a strong belief in, and acceptance of, an organization's goals, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Mowday et al (1982) define affective commitment as the employee's positive feelings of identification with, attachment, and involvement in the work organization. Bagraim (2003) maintains that affective commitment develops if employees are able to meet their expectations and fulfill their needs within the organization. Affective commitment results in employees staying within an organization because they want to, and according to Romzek (1990), these employees will generally act in the organization's best interest and are less likely to leave the company. Robbins et al (2003) conclude that individuals will expend different degrees of effort and maintain differing affective responses to an organization depending upon perceived commitment of an organization to an employee within the organization. Therefore, employees will exhibit organizational commitment in exchange for organizational support and rewards.

Buitendach and de Witte (2005) posit the view that continuance commitment can be conceptualized as the propensity for employees to feel committed to their organization based on their perceptions of the associated costs of leaving the organization. Meyer et al (2001) maintain that continuance commitment can be used to refer to anything of value that an individual may have invested (e.g. time, effort, money) that would be lost to be deemed worthless at some perceived cost to the individual if he or she were to leave the

organization. Such investments might include contributions to non-vested pension plans, development of organization specific skills or status, use of organizational benefits such as reduced mortgage rates and so on. The perceived cost of leaving may be exacerbated by a perceived lack of alternatives to replace or make up for the foregone investments.

Normative commitment can be conceptualized as the belief that employees have a responsibility to their organization (Bagram, 2003). Wiener (1982) defines commitment as the totality of internalized normative pressures to act in a way which meets organizational goals. According to Bagram (2003), employees experience normative commitment due to their internal belief that it is their duty to do so. Sparrow and Cooper (2003) suggest that normative commitment encompasses an employee's felt obligation and responsibility towards an organization and is based on feelings of loyalty and obligation.

## **2.6 Measurement of Organizational Commitment**

Employees with work oriented central life interest are more likely to be highly committed to the organization than employees exhibiting a non-work interest. Turnover can effectively be used to measure organizational commitment. Research has shown that highly committed employees will be less likely to leave their jobs and sometimes may perform at higher levels than their less committed counterparts. Low rates of turn-over are clear indications of high levels of organizational commitment and vice versa (Wiener and Verdi, 1980).



Turnover is closely related to the concept of actual tenure in the organization. The duration which an employee expects to stay with the organization will greatly influence his/her commitment. If an employee anticipates staying longer in the organization, then such an employee is expected to exhibit high levels of organizational commitment than an employee who anticipates staying shorter in the organization (Stamp and Hartman, 1984).

Mowday et al (1980) suggest that absenteeism rates are also closely related to organizational commitment. There is a significant relationship between organizational commitment and absenteeism. Employees who are not committed to the organization tend to be perpetually absent from their jobs. Committed employees tend to be rarely absent from their jobs. Another measure of organizational commitment is employee performance. Employees who are highly performing tend to be more committed than employees whose performance levels are low. The two are interrelated: once an employee is highly committed to the organization, his/her performance will definitely be high.

## **2.7 The Relationship between Job Satisfaction and Organizational Commitment**

The integral part of any management process is to manage the people at work. A well-managed organisation sees worker as the root cause of quality and productivity. An effective organisation will always promote a sense of commitment and satisfaction among its employees. The significance and importance of the concept of organizational commitment in terms of leading to beneficial organizational and desirable outcomes such

as increased productivity, reducing absenteeism and turnover, has been documented by many studies such as those of (Bagraim, 2003; Nel et al, 2004 and Bussing, 2002).

As an attitude, differences between commitment and job satisfaction are seen in several ways (Mowday, et al., 1982). Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job. Wiener (1982) states that job satisfaction is an attitude toward work-related conditions, facets, or aspects of the job. Therefore, commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed (Mowday, et al., 1982). When discussed on these terms, commitment should be more consistent than job satisfaction over time. Although day-to-day events in the work place may affect an employee's level of job satisfaction, such transitory events should not cause an employee to reevaluate seriously his or her attachment to the overall organization (Mowday et al., 1982).

Adnan et al (2010) conducted a study to find out the antecedents of Job satisfaction in telecom sector. The research was conducted to identify the factors that lead to job satisfaction and commitment of employees working for telecom sector in Pakistan. Through questionnaire survey responses from 221 employees working at managerial and non-managerial positions were collected, which showed the significant association of supervision and collegiality and open communication on job satisfaction. The correlation results show the high association of performance appraisal system with career development and management, which indicates that if employees are promoted on the

basis of performance, then it increases job satisfaction. Secondly, communication is also found highly correlated with job satisfaction and job commitment, pertaining that open flow of communication not only provides satisfaction but also confer a sense of loyalty to and identification with the organization. Thirdly, job satisfaction was found most significantly related with job commitment in this study.

According to the study conducted by Gunlu (2010) on Job satisfaction and Organizational commitment of hotel managers in Turkey, the findings indicate that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment and affective commitment. In addition, the findings suggest that the dimensions of job satisfaction do not have a significant effect on continuance commitment among the managers of large-scale hotels. When the characteristics of the sample are regarded, age, income level, and education have a significant relationship with extrinsic job satisfaction whereas income level indirectly affects affective commitment.

Rosenberg (2008) undertook a study to find out the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees .The result indicated that hospital employees are moderately satisfied and committed. Employee's job satisfaction and organizational commitment were closely inter related and correlated with turnover intention. As job satisfaction and organizational commitment have strong correlation with turnover, it is very important to reinforce them by applying the right human resource policies.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is a description of the methodology used in the study to find answers to the research question. In this chapter, the research methodology is presented in the following order, research design, sampling procedure, data collection methods, instruments of data collection and finally the data analysis. The following sections provide a detailed description of the methodology utilized in the study.

#### **3.2 Research Design**

This study adopted a cross sectional descriptive survey design that aims at investigating the relationship between job satisfaction and organizational commitment among Community Based Organizations in Mathare constituency. According to Denvir and Millet (2003), research design provides the glue that holds the research project together. A structure is used to restructure the research, to show how all the major parts of the project, which include samples or groups, measures, treatments or programs, and methods of assignment that work together to try to address the central research questions. This is because the study sought to establish a relationship between variables. A descriptive survey was undertaken. Descriptive designs result in a description of the data, either in words, pictures, charts, or tables, and indicate whether the data analysis shows statistical relationships or is merely descriptive.

### **3.3 Population of Study**

Target population can be defined as a complete set of individuals, cases/objects with some common observable characteristics of a particular nature distinct from other population. According to Mugenda and Mugenda (1999), a population is a well-defined as a set of people, services, elements and events, group of things or households that are being investigated.

Census survey will be used in this study. This means that data was collected from the fifty CBOs in the constituency as indicated in appendix I. Census survey was favoured due to the ability to collect data that is unique and of standard measure as the information to be collected from the respondents in the study. Stratified sampling was used to get five respondents from every CBO, one from top management, two from middle level management and two from low level staff.

### **3.4 Sampling Design**

The study adopted stratified sampling to pick respondents for this study. Mathare constituency has a total of 6 Wards namely: Hospital Ward, Mabatini, Huruma, Ngei, Mlango Kubwa and Kiamaiko. These six county assembly wards were treated as strata from which respondents were drawn. The researcher picked 2 community based organizations from each of the wards and this led to a total of 12 CBOs. The researcher then selected two respondents from each of the CBOs thus making the total number of respondents 24.

### **3.4 Data collection**

The data collected from the primary sources was systematically organized in a manner to facilitate analysis. The researcher used a structured questionnaire as primary data collection instrument. The questionnaire is considered appropriate because it is more convenient to administer and to collect data to enable the achievement of the objective of the study. The primary data to be collected in the study include data on job satisfaction and organizational commitment.

The primary data was gathered through a semi-structured questionnaire. The questionnaire contained close ended questions had various sections. Part A contained questions on the bio data of the respondent, Part B contained questions on organizational commitment and part C contained questions on job satisfaction. Questionnaire was administered using “drop and pick” method targeted to the selected heads of departments of CBOs in Mathare constituency. (See appendix II)

### **3.5 Data Analysis**

Data analysis involved preparation of the collected data, coding, editing and cleaning of data so as to facilitate processing. Percentages, frequencies and descriptive statistics were applied in analyzing the collected data. The results were then presented using tables, graphs and charts for ease of understanding. This also allowed for interpretation of findings generated and recommendations from the finding.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

#### 4.1 Introduction

The purpose of this study was to establish the perceived relationship between job satisfaction and organizational commitment among community based organizations in Mathare constituency in Nairobi Kenya. Primary data was successfully collected from a total of 24 community based organizations that were picked from Mathare Constituency in Nairobi. The findings of the study are presented next.

#### 4.2 Response Rate

The study sought to establish the response rate that was achieved as far as the data collection exercise was concerned. A total of 150 questionnaires were issued and 110 were successfully completed and returned. The results are presented in Table 4.1 below.

**Table 4.1: Response rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Returned	110	73
Not Returned	40	27
<b>Total</b>	<b>150</b>	<b>100</b>

It is evident from the findings as tabulated above that the study managed to achieve a response rate of 73%. The percentage of questionnaires that were not returned was 27%.

The 73% response rate was considered sufficient to enable the researcher generalize the findings on the community based organizations operating in Mathare Constituency.

### **4.3 Demographic Information**

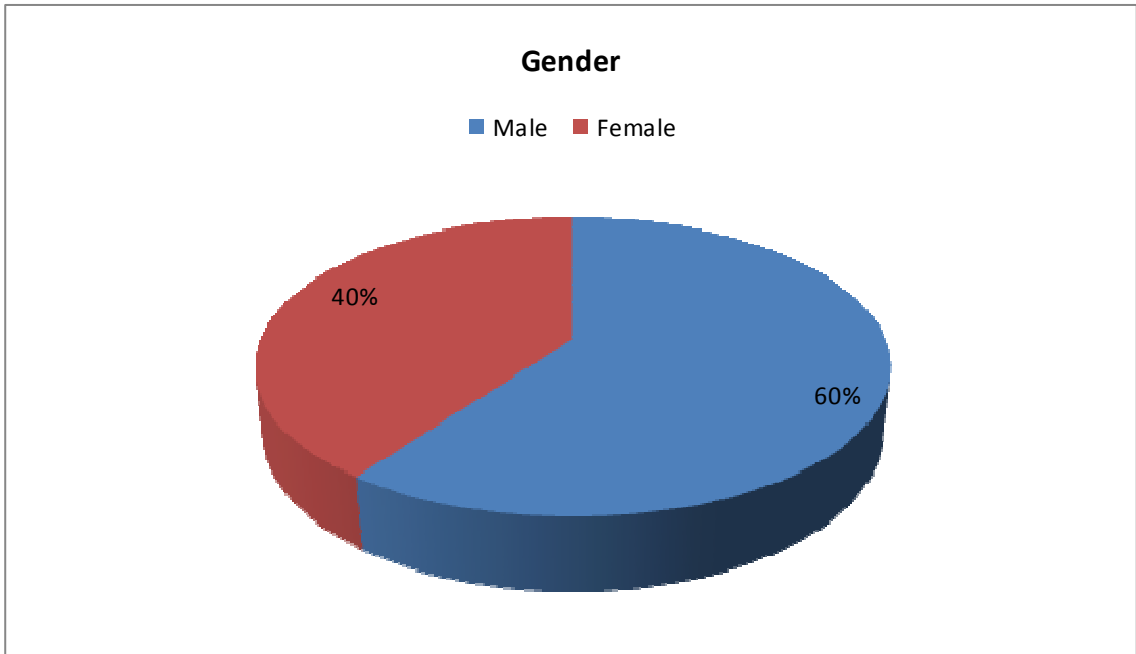
The study sought to obtain some information on the demographic information of the respondents. The information was aimed at assisting the researcher to understand the suitability of the respondents in providing reliable and relevant data for the purpose of establishing the perceived relationship between job satisfaction and organizational commitment. The results are presented below.

#### **4.3.1 Gender**

The researcher was interested in finding out the distribution of the respondents by gender. This could assist him to ensure that there was gender sensitivity in the selection of the respondents and also to assist in providing some information on the gender that is more dominant among the community based organizations in Mathare Constituency.



**Figure 4.1: Gender of Respondents**



The findings as presented in figure 4.1 above indicate that 60% of the respondents who participated in the study were males while 40% of the respondents were females. This is a confirmation that majority of the employees of community based organizations operating in Mathare constituency are males although the difference is not significant to influence the study.

#### **4.3.2 Duration with CBO**

The study sought to establish the duration that each of the respondents had worked with the respective CBO. This was important in establishing whether the respondents had stayed long enough thus gaining more understanding of the operations of the CBO. The results are presented in Table 4.2 below.

**Table 4.2: Duration in CBO**

<b>Duration in CBO</b>	<b>Frequency</b>	<b>Percentage</b>
0-5 years	65	59
6-15 years	40	36
16-30 years	5	5
<b>Total</b>	<b>110</b>	<b>100</b>

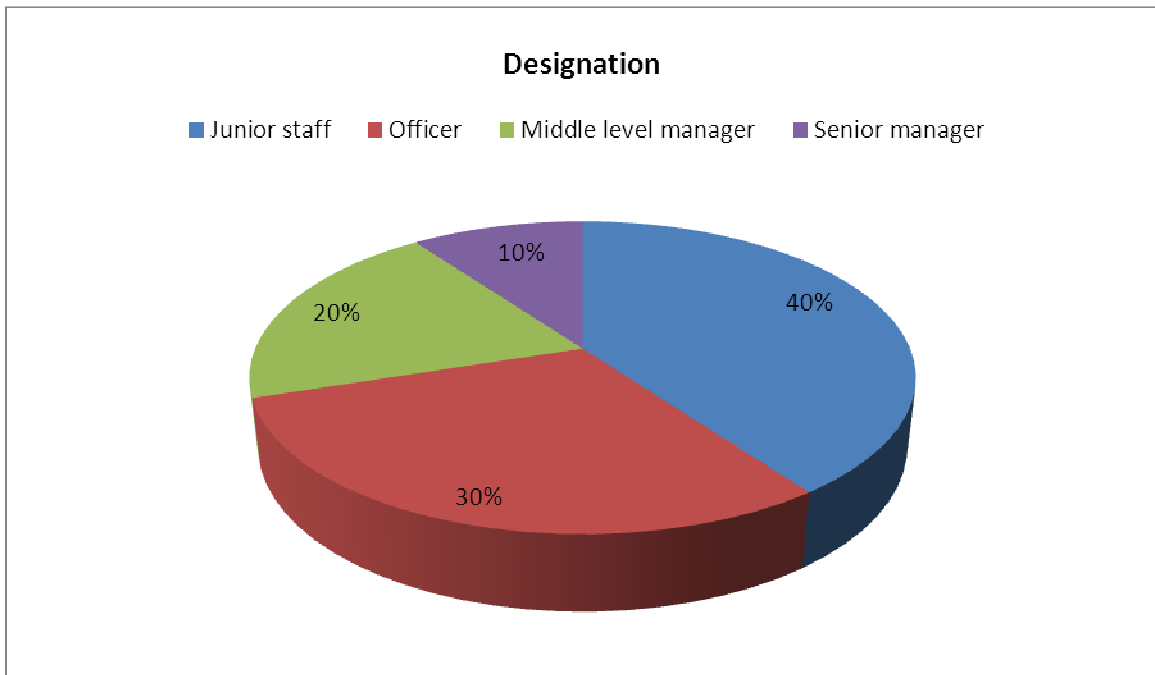
The findings from the study as tabulated in table 4.2 above reveal that 59% of the respondents who took part in this study have worked for the community based organizations in Mathare constituency for between 0-5 years; 36% of the respondents have worked for the CBOs for between 6-15 years whereas 5% have worked for between 1-30 years. This is a confirmation that most of the respondents had worked with the CBOs long enough to be able to understand better the various aspects of their jobs and thus could easily be able to provide reliable information that could be used to provide the required answers to the research question. However, it was observed that the number of employees who had worked for more than 16 years with the CBOs was very small an indication that most of the employees leave the organizations at some stage.

### **4.3.3 Designation of Respondents**

The study sought to establish the designation of each of the respondent who participated in this study. This was aimed at ensuring that there is fairness in the selection of the

respondents who took part in the study. The results from the findings are presented in Figure 4.2 below.

**Figure 4.2: Designation**



It is evident from the findings as illustrated in figure 4.2 above that 40% of the respondents were junior staff working for the community based organizations. This is a reflection of the majority of employees in an organization who normally comprise of junior staff. It was also clear that 30% of the respondents were officers in their respective community based organizations; 20% were middle level management employees whereas 10% of the respondents comprised of the senior level management staff of the community based organizations. This implies that all levels of staff were involved in the study.

## 4.4 Job Satisfaction

The study sought to establish the level of job satisfaction among the employees of the CBOs operating in Mathare constituency. The mean for each of the job satisfaction index statements was calculated and the results are presented next.

**Table 4.3: Job satisfaction**

	<b>Mean</b>	<b>STD Deviation</b>
I get fair pay for work done	2.14	0.43
Promotions are based on merit	2.34	0.47
I have issues with non-salary benefits	3.24	0.65
There is no recognitions for doing a good job	1.54	0.31
I have a qualified and competent supervisor	1.32	0.26
We have fair rules that make work easier	2.96	0.59
I have no regrets for working with this company	2.62	0.52
Sometimes I consider this job worthless	4.23	0.85
Vertical and horizontal communication is encouraged	2.56	0.51
Salary increments are frequent in the organization	2.87	0.56
Performance is key to promotion	3.21	0.63
I have a supervisor who is subjective instead of being objective	2.39	0.49
The package I get is commensurate with other similar employers	2.22	0.45
Being appreciated is rare in the work place	1.89	0.36
Bureaucracy gives me no chance of doing my best	3.45	0.74
My colleagues are very incompetent and this overloads me with work	2.74	0.52
I love my job and am happy to have it	2.36	0.46
I have no clear performance targets to guide me	4.28	0.84
There is a lot of witch-hunting in this organization	3.41	0.71
This a good employer by all standards	3.26	0.66
Every day spent at work is a day well spent	1.62	0.34
All employees are fairly remunerated	2.67	0.53
Job descriptions lack equitable distribution of duties	4.63	0.92
Teamwork is encouraged at work	3.12	0.54
My contribution in departmental meetings is taken seriously	2.54	0.58
So much is not clear to me about this organization.	4.86	0.98
I feel ashamed to talk to anyone about my job	4.12	0.76
I am happy with the promotion criteria used by the organization	2.49	0.49
I receive adequate training to do my job efficiently	2.11	0.42
The ambiance in my workplace is good	1.98	0.39
It feels bad whenever I remember that I must do this job every day	4.41	0.88

Generally speaking I like this job though a few things are not right	3.14	0.63
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The findings from the study tabulated in table 4.3 on the job satisfaction of the employees working for community based organizations in Mathare constituency reveal that most of the employees are not comfortable with the pay they get. Most of them as indicated by a mean of 2.14 disagreed with the position that they get fair pay for the work they do. This is an indication that most of the employees believe that they do not get fair remuneration that is commensurate with the job they do. The findings also reveal that most of the community based organizations in Mathare constituency do not have fair rules that can make work easier. This was supported by a mean of 2.96 and a standard deviation of 0.59 confirming that majority of the respondents indicated that the rules were not fair.

The study further established that most of the respondents disagreed that the remuneration they get in their present jobs is commensurate with what other people in the same jobs with other organizations earn. This is supported by a mean of 2.22 and a standard deviation of 0.45 that confirm that most of the respondents disagreed with the statement that their salaries merge those paid by other employers for similar positions. There was also an indication that most of the respondents as seen through a mean of 1.62 and a standard deviation of 0.34 do not believe that every day they spend at work is a day well spent whereas a mean of 2.67 on whether all employees are adequately remunerated confirms that most of the respondents disagreed.

The study also revealed that the respondents disagreed with a number of aspects on job satisfaction such as being happy with the promotion criteria; receiving adequate training and having a good ambience at the work place. The aspects with which the respondents

agreed include promotions based on merit; encouragement of vertical and horizontal communication; job descriptions lacking equitable distribution of duties; lack of teamwork; lack of clarity on a number of issues in the organization as well as being ashamed to talk about their jobs elsewhere.

## 4.5 Organization Commitment

The study sought to establish the level of commitment that the employees who work for the community based organizations have for their respective organizations. The findings from the study are presented next.

**Table 4.4: Organization commitment**

	Mean	STD Deviation
It is great to belong to this organization	1.88	0.38
I have a passion for this organization	1.94	0.39
Working at the organization has a great deal of personal meaning	2.41	0.48
I feel a strong sense of belonging to the organization	2.44	0.49
The organization deserves my loyalty.	4.44	0.89
I am proud to tell others that I work at the organization	2.32	0.46
I would be happy to work in my organization until I retire.	2.66	0.53
My employer's problems are mine too	2.79	0.56
I enjoy discussing the organization with people outside of it.	2.68	0.54
I never mind leaving even if I have no alternative job	4.11	0.82
I like this employer and can't leave yet	2.68	0.54
My life may be affected greatly if I leave this organization	3.02	0.61
Leaving this organization will be painful for me	3.42	0.68
The need to survive does not tie me with this organization	2.74	0.55
If I left this organization getting a better alternative is difficult	3.29	0.66
This organization has better benefits that I can get elsewhere	3.41	0.68
I would be nobody without this organization	2.25	0.45
I owe my achievements to this organization and am loyal to it	2.31	0.46
I don't mind staying with the organization till retirement	2.84	0.57
I will think twice if am given a better opportunity	2.43	0.49
I will mind if this organization closed operations	1.64	0.33

I have never thought of leaving this organization	1.89	0.38
Leaving this organization is not my priority at the moment	2.47	0.49
I am comfortable working for this organization alone	2.66	0.53

The findings from the study reveal that most of the employees registered very low levels of organizational commitment as observed through low mean scores of less than 3. For instance it was clear from the findings that most of the employees as supported by a mean of 1.88 disagreed that it is great to work for the organizations they currently work for. A mean of 1.94 and standard deviation of 0.39 also confirmed that most of the employees did not have passion working for their current employers; a mean of 2.41 and standard deviation of 0.48 indicate that most employees do not associate working for their employers as having any deal of personal meaning to them and a mean of 2.44 and a standard deviation of 0.49 confirmed that most of the respondents do not have a sense of belonging by working for their organizations.

It was evident that most of the respondents do not feel comfortable informing others the organization they work for as supported by a mean of 2.32 and a standard deviation of 0.46. A mean of 2.25 confirmed that most of the respondents disagree that the organizations had made significant changes in their lives; a mean of 2.31 and a standard deviation of 0.46 indicates that the respondents disagree that their achievements are as a result of working for their specific organizations while another mean of 4.317 is a confirmation that most of the respondents do not think that they will work for their respective community based organizations till retirement. The study further revealed that a mean of 2.84 confirms that most of the employees are not comfortable working for their respective community base organizations alone. This was an indication that they may opt

to move to other organizations later in their careers. However, most of the respondents indicated that they have not thought of leaving the organization even if the conditions were not all that admirable.

It was also established that what keeps most of the employees in their current organizations is the need to survive. A mean of 2.74 and a standard deviation of 0.75 confirmed that most employees stick to their organizations because they need a job that can support their survival. A mean of 2.43 and standard deviation of 0.49 confirmed that most of the employees agree that they will not think twice if they are provided with a better opportunity than what their current organizations provide. This is a confirmation that most of the employees have very low commitment to their organizations.

#### **4.6 Relationship between Job Satisfaction and Organizational Commitment**

The researcher conducted a correlation analysis between job satisfaction and organizational commitment in order to establish the strength and direction of relation that exists. The correlations with high values both positive and negative were picked and are presented next.



**Table 4.5 Correlations**

	The need to survive is what ties me with this organization	I will not look back if am given a better opportunity	I would be nobody without this organization	Leaving this organization is my priority at the moment	I am comfortable working for this organization alone
I get fair pay for work done	-.897	-.769	-.523	-.698	-.587
I love my job and am happy to have it	-.796	-.642	-.696	-.558	-.632
I feel ashamed to talk to anyone about my job	.845	.793	-.544	.893	-.458
All employees are fairly remunerated	-.612	-.784	-.482	-.553	-.414
I have no regrets for working with this company	-.667	-.565	-.441	-.884	.214

From the correlation results tabulated above, it is evident that there is a strong inverse correlation between fair pay for work done and the need to survive as the reason that ties employees to the community based organizations. The correlation coefficient of  $-.897$  is an indication that the employees do not get fair pay but are only forced remain in the organization because of the need to survive. Fair pay and not looking back if given a better opportunity had a strong inverse correlation of  $-.769$ . This is a confirmation that the employees do not get fair pay hence will opt out of the organizations if they are provided with a better chance. There was also a strong positive correlation of  $0.845$  between feeling ashamed to talk about the job one does and the need to survive. This implies that employees are actually ashamed of talking to anyone about their jobs but have no alternative and have to stay because they need something to survive on. There was a strong positive relationship of  $0.893$  between feeling ashamed to talk about a job one does and leaving the organization as a priority. This is a confirmation that most of the

employees are not comfortable with their jobs and have prioritized leaving the organization as an important issue in their lives.

The results from the findings reveal that there was a strong inverse relationship of -0.884 between having no regrets working for the organization and leaving the organization as a priority. This is an indication that most of the employees of the community based organizations have regrets working for the organizations hence would like to leave any time they get an opportunity to do so. In general, the study reveals that low job satisfaction leads to low organizational commitment. If the employees are not satisfied with the jobs they are doing, then the chances of them being committed to the organization are very low.

#### **4.7 Discussion**

The findings from the study reveal that generally, the employees of the community based organizations operating in Mathare Constituency are not satisfied with most of the aspects of their work. The employees registered a lot of dissatisfaction with most of the aspects only showing satisfaction in very few aspects. These findings confirm the position held by Arnold and Feldman (1996) who assert that there are a variety of factors that make people feel positive or negative about their job. They further claim that some employees may be satisfied with a few aspects of their work but dissatisfied with all other aspects.

It was also clear that most of the employees of the community based organizations in Mathare constituency are not satisfied with the remuneration they currently receive. This

was evident from the fact that most of them did not think that their remuneration was commensurate with the other employees in similar positions. This is not arguing well with the organisations since according to Clark and Oswald (1996), job satisfaction has been shown to fall as pay for reference group rises. This also confirms Chen et al's view that if salaries are not market related, it will lead to dissatisfaction and discontent. Maslow (1970) when explaining the hierarchy of human needs confirmed that people always want more and people arranged their needs in order of importance. This statement by Maslow assists to explain the reason why the employees may not feel comfortable with what they are earning currently since there is that desire to have more.

Most of the employees of the community based organizations also confirmed that their priority is to leave the organizations they are working for. This implies that the duration they intend to stay in the organizations is shorter and this is likely to lead to high turnover and less organizational commitment. The findings are in line with Stamp and Hartman (1984) who concluded that turnover is closely related to the concept of actual tenure in the organization. The duration which an employee expects to stay with the organization will greatly influence his/her commitment. If an employee anticipates staying longer in the organization, then such an employee is expected to exhibit high levels of organizational commitment than an employee who anticipates staying shorter in the organization. The intention by the employees to leave the organization is a clear indication of lack of commitment. This is in line with Bagrain (2003) who stated that committed employees will desire to remain in their organizations and will be willing to exert high levels of effort on behalf of the organization. It is apparent that employees working with community based organizations in Mathare constituency lack autonomy

.This is a clear pointer that they have low job satisfaction.This confirms Arnold and Feldman (1996) view that employees should be entrusted with some autonomy in how they carry out their tasks which will lead to job satisfaction.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of findings on the perceived relationship between job satisfaction and organizational commitment among community based organizations in Mathare constituency in Nairobi. It also presents the conclusions, recommendations as well as suggestions for further research.

#### **5.2 Summary of Findings**

The purpose of the study was to establish the perceived relationship between job satisfaction and organizational commitment among community based organizations in Mathare constituency in Nairobi. The study achieved a response rate of 73%. It was established from the findings that there generally a low level of job satisfaction among the employees of community based organizations in Mathare constituency. For instance, it was clear from the findings of the study that the employees do not receive fair pay for the work they do. It was also established that there were no fair rules that governed the operations of the organizations and this gave room to subjectivity instead of objectivity from the supervisors.

The study also reveals that most of the employees of the community based organizations operating in Mathare constituency in Nairobi only choose to stay in their current jobs not because they love their jobs but because of the need to earn some money to enable them to survive. The findings further confirmed that most of the employees feel ashamed to

talk to other people about their jobs and the organization. It was clear too that most of the employees of the community based organizations feel that there is no fair distribution of duties and responsibilities through their job descriptions.

The study further found out that the level of organization commitment among the employees of community based organizations in Mathare constituency is low. Most of the employees indicated that they will not look back if they got a better opportunity than what they have. It was thus evident that staying with the organization till one retires is not a priority, but leaving the organization was seen as a priority. Most of the respondents confirmed that talking about the organization made one feel ashamed since there was no serious commitment to the organization one works for. The correlation results confirmed that when there is low job satisfaction, the level of organizational commitment was also low.

### **5.3 Conclusions of the Study**

There is low perceived job satisfaction among the employees of community based organizations operating in Mathare constituency in Nairobi. This manifests itself in form of unfair pay for work done, inequitable distribution of duties and responsibilities, subjective judgments from supervisors, lack of fair rules to guide operations and lack of recognition when one performs better. Employees who are not satisfied with their jobs have low organizational commitment as they are more likely to leave the organization any time an opportunity arises. They also don't have any attachment with the

organization since they do not feel as part of the organization. Low job satisfaction leads to low organizational commitment.

#### **5.4 Recommendations of the Study**

The study reveals that low job satisfaction leads to low organizational commitment. The organizations should establish ways of improving job satisfaction in order to boost organizational commitment among their employees.

Low organizational commitment is likely to lead to high employee turnover since most of them are always on the lookout for better opportunities. It will be important for the organizations to ensure they merge their terms with those of other similar organizations in order to reduce the risk of high employee turnover.

#### **5.5 Suggestions for Further Research**

This study should be extended to all the other constituencies in the country. This will assist in providing more information that can be used to generalize the findings to all the community based organizations in Kenya.

It will be important to replicate this study after some years in order to establish whether the situation will still be the same or there will be some improvements that have been made over time as far as this issue is concerned.

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## APPENDICES

### APPENDIX I: List of community based organization in Mathare constituency.

1. Mathare Youth Sports Association
2. Lepta CBO
3. Roots CBO
4. Maji Mazuri CBO
5. Dreams Youth Group
6. Pequininons Youth Groups
7. Mathare Mothers Development Center
8. Mathare Senior Self Help Group
9. Mathare Squatters women Group
10. Mathare Slums New Awake
11. Mathare Youth For action
12. Mathare Single mother
13. Majirani Women Group
14. Mathare Slums Youth Self Help Group
15. Mavuno Maji Mazuri Self Help group
16. Ushirika Mathare 4B women Group
17. You and I for our community Mathare youth
18. Alliant Junior Academy
19. Gracious Kideo Education Centre
20. Eden Annex Preparatory School
21. Pilot Education Day Centre
22. Little Bees School
23. Community Blessing Educational Centre
24. Patsue Care Centre
25. Elshedai Educational Centre
26. Mcedo

27. Genesis Kindergarten Annexe School
28. Genesis Joy Project Institute
29. Valley view Academy
30. Maji Mazuri Academy
31. KAG MCDC School
32. Faith Academy
33. Ngei PAG
34. Genesis Immaculate
35. Ananda Marga
36. Joyrina Educational Centre
37. Eisher Collier School
38. Furaha Preparatory School
39. Ushindi Educational Centre
40. Golden Light Educational Centre
41. St Anne Day Care
42. Caso Upendo Institute
43. St Barbara Academy
44. Mathare Community Outreach
45. Ngei IPCEA Primary
46. AIC Zion Educational Centre
47. AIPCEA No. 10 Academy
48. St Martin Academy
49. Huruma Kindergarten
50. Sincare Preparatory

## APPENDIX II: QUESTIONNAIRE

### Instructions

This questionnaire is designed to collect data that will help in better understanding the relationship between job satisfaction and organizational commitment among Community Based Organizations in Mathare constituency. The data provided by this questionnaire will be treated in strict confidence.

### SECTION A: BIODATA

1. Name (optional)  
\_\_\_\_\_
2. What is your gender?
  - i) Male
  - ii) Female
3. How long have you worked with the CBO?
  - i) 0-5years
  - ii) 6-15years
  - iii) 16-30years
  - iv) over 31 years
4. What is your designation?
  - i) Junior staff
  - ii) Officer
  - iii) Mid-level manager
  - iv) Senior management

### SECTION B: ORGANIZATION COMMITMENT INDEX

Kindly tick the appropriate responses concerning your level of job satisfaction in the following index.

Use the scale of:

5= Strongly agree

4= Agree

3= Not certain

2= Disagree

1= Strongly disagree



<b>JOB SATISFACTION INDEX</b>						
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I get fair pay for work done					
2	Promotions are based on merit					
3	I have issues with non salary benefits					
4	There is no recognitions for doing a good job					
5	I have a qualified and competent supervisor					
6	We have fair rules that make work easier					
7	I have no regrets for working with this company					
8	Sometimes is consider this job worthless					
9	Vertical and horizontal communication is encouraged in the work place					
10	Salary increments are frequent in the organization					
11	Performance is key to promotion					
12	I have a supervisor who is subjective instead of being objective					
13	The package I get is commensurate with other similar employers					
14	Being appreciated is rare in the work place					
15	Bureaucracy gives me no chance of doing my best					
16	My colleagues are very incompetent and this overloads me with work					
17	I love my job and am happy to have it					
18	I have no clear performance targets to guide me					
19	There is a lot of witch-hunting in this organization					
20	This a good employer by all standards					
21	Every day spent at work is a day well spent					
22	All employees are fairy remunerated					
23	Job descriptions lack equitable distribution of duties					
24	Teamwork is encouraged at work					
25	My contribution in departmental meetings is taken seriously					
26	So much is not clear to me about this organization.					
27	I feel ashamed to talk to anyone about my job					
28	I am happy with the promotion criteria used by the organization					
29	I receive adequate training to do my job efficiently					
30	The ambiance in my workplace is good					
31	It feels bad whenever I remember that I must do this job every day					
32	Generally speaking I like this job though a few things are not right					

## SECTION C: ORGANIZATION COMMITMENT

Kindly indicate the extent to which you agree with the following aspects of organizational commitment

Use the scale of: 5= Strongly agree, 4= Agree, 3= Not certain, 2= Disagree and 1= Strongly disagree

ORGANIZATION COMMITMENT INDEX						
		5	4	3	2	1
1	It is great to belong to this organization					
2	I have a passion for this organization					
3	Working at the organization has a great deal of personal meaning for me.					
4	I feel a strong sense of belonging to the organization					
5	The organization deserves my loyalty.					
6	I am proud to tell others that I work at the organization					
7	I would be happy to work in my organization until I retire.					
8	My employer's problems are mine too					
9	I enjoy discussing the organization with people outside of it.					
10	I never mind leaving even if I have no alternative job					
11	I like this employer and can't leave yet					
12	My life may be affected greatly if I leave this organization					
13	I can leave this organization without feeling the slightest pain					
14	The need to survive does not tie me to this organization					
15	If I left this organization it may not be easy to get a better alternative					
16	This organization has better benefits that I can't get elsewhere					
17	I would be nobody without this organization					
18	I owe my achievements to this organization and am loyal to it					
19	I don't mind staying with the organization till retirement					
20	I will think twice if am given a better opportunity					
21	I will not mind even if this organization closed operations					
22	I have never thought of leaving this organization					
23	Leaving this organization is my priority at the moment					
24	I am comfortable working for this organization alone					

Thanks for your cooperation