

**INFLUENCE OF INSTITUTIONAL REFORMS ON EMPLOYEE JOB
SATISFACTION; A CASE OF MERU G.K PRISON IN MERU COUNTY**

BY

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DECLARATION

This project is my original work and has not been presented for examination in any other university or any other award.

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DEDICATION

I dedicate this work to my wife Judy Kagweria and my daughter Favour Mukami for their mutual support during the entire period I was committed.

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ABBREVIATIONS

BI	Borstal Institution
CP	Commissioner of Prisons
KHRC	Kenya Human Rights Commission
KMSP	Kamiti Maximum Security Prison
KPS	Kenya Prisons Service
Ksh	Kenya shillings
MOHA	Ministry of Home Affairs
NARC	National Rainbow Coalition
PHQ	Prison Headquarters
RRI	Rapid Results Initiative
YCTC	Youth Corrective Training Centre

ABSTRACT

The Kenya Prisons Reforms initiated in 2001 with the pronouncement of open door policy, ushered in a fundamental shift in policy direction with a focus on systems, structural, programmatic, human resource development with the aim of adopting best practice which promote human rights based approaches, good governance and democracy in prisons management.

Prison reforms are not actually created to reduce criminal rate. Instead, these programs aim to reduce re-offences and enhancing good rehabilitations skills to the prison authorities. The programs have proved to be effective since the percentage of re-offences has dropped. The objectives include the following; To establish the influence of working conditions on job satisfaction. To determine the influence of leadership styles on job satisfaction of prison officers, to examine the influence of remuneration on job satisfaction of prison officers, to ascertain the influence of career development on job satisfaction of prison.

The aim of the study was to investigate the influence of institution reforms on employee job satisfaction and specifically covering prison officers in Meru G.K Prison, the study was of significant to a number of stakeholders. The findings of the study was useful to the departmental policy makers, stakeholders, and decision makers in evaluating the effectiveness of the current prison reforms on job satisfaction among prison officers in Kenya. The study adopted a descriptive research design. A descriptive research design portrayed an accurate profile of persons, events or situations. Descriptive research was adopted because it determined and reported the way things were in Meru G.K Prison. The target population was homogeneous as far as the ranking in the prison department was concerned; however it comprised of both male and female officers.

Quantitative data was analysed using descriptive statistics while qualitative data will be analysed using content analysis method. The data analysed using statistical tools will then be presented using tables. Majority of the respondents indicated that their work was not fascinating. Other responses indicated that their work was fascinating. Majority of the respondents 46.5% indicated that remuneration highly influences their job satisfaction while others indicated that it slightly influences while others were neutral on whether remuneration highly influences or slightly influences their job satisfaction. Majority (of the respondents described their leaders as not being trustworthy. The management of Kenya prison service should endeavour to improve the housing conditions of the prison warders by either building enough houses to accommodate each and every officer comfortably the management should keep up the good spirit of providing the officers with adequate uniforms in order to enhance their job satisfaction.

CHAPTER ONE

INTRODUCTION

Background of the Study

According to a study conducted by (Barbara 1999) in US, indicated that Prison reforms were not usually created to reduce criminal rate. Instead, these programs aim to reduce re-offences and enhancing good rehabilitations skills to the prison officers. The programs have proved to be effective since the percentage of re-offences has dropped. In the United Kingdom, for example, adult re-offences dropped to 13% while the juvenile re-offences decreased to 1.5%. Other reforms programs in other parts of the world have almost the same results (Handmaker 2001). Therefore the study seeks to evaluate whether the Kenya prison reforms will improve the officer's rehabilitation skills and reduce the re-offences in our Kenyan prisons which have been accused of having poor rehabilitations programs and exposing the officers to a poor working conditions.

According to a research conducted by Fatuma (2009) in Kamiti Maximum Prison on the need for reforms indicated that, Prison warders like any other employees join the prison service in order to satisfy their daily needs. In many prisons, officers suffer quietly and are silently dissatisfied, they are unhappy about their job and because of this they mistreat prisoners.

He attributes this to poor housing, poor payments, and lack of adequate career developments, poor environmental conditions, demanding contact with prisoners, lack of promotion opportunities, monotonous routine, stressful work and psychological stress that the warders were exposed. It is against this research conducted by Fatuma (2009) therefore the study intendeds to find out whether the current prison reforms have improved the prison employees job satisfaction, as a result of improved housing and working environment.

According to Handmaker (2001) a study conducted in US, Reforms have a major impact on staff morale, and well as on the public image and the functioning of the penal institutions. He emphasis that in attempt to improve the prison systems is through privatization of prisons, made possible by the Correctional Services Act. The US government believed that privatization would attract private capital and thus would help to reduce prison overcrowding. It also provides the opportunity to build 'new generation prisons' that are supposed to meet the objectives of the Unit Management policy (Handmaker 2001).

Effectiveness of reforms program commonly relies on the administrators. Careful planning and intensive studies and training for those who will work for rehabilitation programs are needed (Barbara 1999). Despite initial criticism of privatization reforms, it is currently receiving some support because of the cynical view that private prisons will necessarily be an improvement on public prisons operations. The study therefore seek to find whether privatization of prison will influence the employees job satisfaction through improved working condition, remuneration, leadership styles and career development. The study also intends to find whether prison administration has implemented effective reforms planning.

According to Keriri (2007) on her study the Kenya Prisons Reforms initiated in 2001 with the pronouncement of open door policy, ushered in a fundamental shift in policy direction with a focus on systems, structural, programmatic, human resource development with the aim of adopting best practice which promote human rights based approaches, good governance and democracy in prisons management and therefore the study seek find out whether these current prison reforms have improved good governance and democracy in prisons management.

1.2 Statement of the Problem

According to the study conducted by Legal resource foundation (2008) on the penal reforms project. it was very keen to ensure that the plight of prison officers were dressed to ensure concerns from day to daily experiences of various issues affecting the prison community are addressed with the aim of changing the prison working environment which has been regarded terrible. The study therefore seeks to evaluate the current working environment in Kenya prisons in relation to how it influences the employee job satisfaction.

According to study carried out by Kiai (2006) at Kamiti Maximum Prison indicated that majority of prison officers were willing to leave their job due to poor working conditions, poor remuneration and inadequate terms of service, officers were highly dissatisfied with the high ratio of inmates to warders (1:12) unlike the recommended ratio by International human right movement of (1:5) and deplorable working conditions with up to four families sharing a house meant for only one family, this congestion compromised privacy and jeopardized their self esteem. It is against this study conducted by Kiai (2006) the study seek to find out how poor remuneration and working conditions influences the employees job satisfaction among prison officers as the current reforms are intended to improve the working conditions and remunerations of our prison officers .

According to study conducted by Malle, (1995) reported that warders who were poorly paid ended up being frustrated and was expressed in the manner they mistreated convicts. He argues that in the American prisons high cases of beaten prisoners were reported especially by the end of the month because the warders were dissatisfied by the salary they were receiving and therefore the study intendeds establish relationship between remuneration and job satisfaction.

According to research carried by Nyachae (2008) revealed that majority (80%) of prison officers were not willing to remain in their jobs due to what they cited as inadequate and unfair terms of service. Warders had served for many years without attending any of the required training yet others unfairly benefited for promotional courses leading to low morale and frustrations at the workplace. He believes that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover and therefore the researcher seek to find out how unfair terms of service influences employee job satisfaction among prison officers.

1.3 Purpose of the study

The purpose of the study was to investigate the influence of institutional reforms on employee job satisfaction at Meru G.K prison.

1.4 Objectives

The objectives include the following

- i. To establish the influence of working conditions on job satisfaction of prison officers in Meru G.K Prison.
- ii. To determine the influence of leadership styles on job satisfaction of prison officers in Meru G.K Prison.
- iii. To examine the influence of remuneration on job satisfaction of prison officers in Meru G.K Prison.
- iv. To ascertain the influence of career development on job satisfaction of prison officers in Meru G.K Prison.

1.5 Research Question.

- i. How working conditions influence job satisfaction of prison officers in Meru G.K Prison?
- ii. How leadership styles influence job satisfaction of prison officers in Meru G.K Prison?
- iii. How remuneration influence job satisfaction of prison officers in Meru G.K Prison?
- iv. How does career development influence job satisfaction of prison officers in Meru G.K Prison?

1.6 Significance of the Study

The aim of the study was to investigate the influence of institution reforms on employee job satisfaction and specifically covering prison officers in Meru G.K Prison, the study was of significant to a number of stakeholders.

The findings of the study was useful to the departmental policy makers, stakeholders, and decision makers in evaluating the effectiveness of the current prison reforms on job satisfaction among prison officers in Kenya.

The findings of the study was of great significance to prison officer as it would aid the individual in identifying and evaluating alternatives, about whether to quit or to stay on in their job. The finding of the study was of benefit to other researchers aspiring to carryout similar research in future on how to go about it and the problems they are likely to encounter. This enabled them to adopt the most appropriate approach to meet their targets.

1.7 Limitations of the study

The study encountered the limitations on adoptjng the research design which would describe real employee's situation in Kenya prison. To counter these, the study adopted descriptive design as it was the most appropriate in describing the real situation of Kenya prisons during the time of the study.

The study had limited access to select sample size which would be generalised to represent the entire prison officers in Kenya. To overcome this limitation, the study selected a sample size of 237 respondents who were to respond to all the questions thus giving the researcher enough responses which can be generalised to represent the entire prison officers in Kenya.

1.8 Delimitation of the study

The study was carried out in Meru G.K prison, located in Meru County. It covered both the male and female officers of the penal institution. The study was limited to four variables influencing institutional reforms on the employec's job satisfaction such as working conditions, remuneration, leadership styles and carecr development.

1.9 Definition of Significant Terms

Career development: Refers to the professional growth an employee achieves as a result of gaining increased experience and examining his/her service systematically.

Employees- Refers to the uniformed Prison officers working in the prisons department.

Institutions- Refer to formal organizations formed with the aim of achieving a specified goals and objectives.

Job satisfaction: Refers a collection of attitudes that workers have about their jobs in the work place.

Job: Refers to work done by warders in their areas of operation.

Leadership styles: Refers to the manner in which a leader interacts with his or her subordinates in order to realise organisational goals.

Prison warder: Refers to a uniformed prison officer of the lowest rank

Reforms- Refer to radical changes aimed at changing the situation in an institution.

Remuneration: Refers to the whole package that is paid to employees in a give organization.

Working conditions: Refers to the conditions employees are subjected to in their work place, they refer to working hours, physical working environment, working space tools and equipment.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlight some of the related studies that have been done over the years on institution reforms and employee satisfaction towards their job. The chapter is discussed under the following sub headings: concepts of job satisfaction, related theories to job satisfaction, factors influencing job satisfaction and conceptual framework.

2.2 Penal reform concepts.

A study conducted by Legal resource foundation trust (2006), indicates that most prison officers lacked adequate supply of uniforms; many wore visibly tattered and patched clothes and worn-out shoes eliciting criticism and dissatisfaction from the warders themselves and the public. GJLOS (2008) indicates that some prison warders had not been issued with fresh uniform since recruitment, including those who had served for more than ten years in the service. There is need to proving the prison officers with adequate uniforms to enable them perform their duties comfortable.

According to the study carried by Governance justice law and order sector (2008) indicated that prison officers , like their counterparts in the Kenya Police and the Administration Police, are faced with certain risks in the performance of their duties and lack of appropriate working tools when on duty such as gloves and appropriate clothing such as raincoats, cardigans, and boots exposed them to risk of contracting contagious diseases such as tuberculosis and HIV/Aids and also to the risk of contracting pneumonia, due to exposure to extreme cold.

According to study conducted by Malle, (1995) reports that warders who were poorly paid ended up being frustrated and was expressed in the manner they mistreated convicts. He argues that in the American prisons high cases of beaten prisoners were reported especially by the end of the month because the warders were discouraged by the salary they were receiving. However, he indicates that when terms of payment were improved, the warders became humane in dealing with inmates in their custody.

2.3 Factors Influencing Job Satisfaction

Job satisfaction can be influenced by a variety of factors such as the quality of one's relationship with their supervisor, the quality of the physical environment in which they work and degree of fulfilment in their work. According to Herzberg, Mausner and Syderman (1959) Satisfying

factors motivate workers while dissatisfying ones hinders. Organizations play a major role in the lives of its employees.

Whether formal or informal, organizations of one form or another are a necessary part of our society and serve important needs in our lives that have great impact on individuals (Mullin 1985). These organizations exist in order to achieve objectives for which their existence is based. The success of any organization depends on the quality of its workers whose roles, perceptions, rewards and power relations need to be put into consideration. Many organizations pay attention to improving the quality of the working conditions of their employees (Holdaways, 1978).

According to Furnham (2001) People join or form organizations because they expect that their participation in the organization will satisfy their personal needs. One aspect that an employee is concerned with in any organization is a ratified measure of his or her level of job satisfaction. To gain from the organizations, they are willing to make sacrifices or to make an investment in the organizations. The sacrifices may be in terms of time, energy, knowledge and money. They expect the rewards of membership to outweigh the costs they incur (Furnham 2001). Many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover (Diaz-Serrano and Cabral Vieira 2005).

Moreover, job satisfaction is considered a strong predictor of overall individual well-being as well as a good predictor of intentions or decisions of employees to leave a job (Tansel, 2002). If people are willing to make sacrifices in order to gain from their jobs, the jobs must pay back so that employees can gain satisfaction from their jobs and be willing to stay on. Bernard (1983) asserts that organizations are always faced with the problem of finding positive incentives or reducing negative incentives for their staff. Organisations 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).

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. This makes job satisfaction an issue of substantial importance for both employers and employees, (Diaz-Serrano and Cabral Vieira, 2005).

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 et al, 2003). Managers must therefore create an environment in which both organizational and personal needs can be satisfactorily met. Factors like good salary, favourable working environment, social welfare and humane treatment of workers motivates them to working (Furnham, 1992).

The study will therefore seek to focus on job satisfaction because it is one of the most important workplace factor that reflect the congruence between what employees want from their jobs and what employees feel they receive (Wright and Kim, 2004).

2.3.1 Working conditions

According Dessler (2001) working conditions play a very pertinent role in influencing job satisfaction. Porter and Steers (1973), asserts that general working conditions have been found to be of cardinal importance in determining job satisfaction. They point out that employees feel satisfied in their job if they are working in a clear and orderly work place, with adequate tools and equipment, acceptable levels of environmental quality, temperatures, humidity and noise. According to Herzberg (1968), if working conditions are not conducive, hardworking employees who can find jobs elsewhere leave, while mediocre employees would stay and compromise practices success.

Coyle, A. (2002) when people think of prisons they tend to consider their physical aspect; walls, fences, a building with locked doors and windows with bars. He indicates that, in reality the most important aspect of a prison is the human dimension, since prisons are primarily concerned with people and that, the two most important groups of people are the prisoners and the staff who look after them. The key to a well managed prison is the nature of the relationship between these two groups. He noted that staff living and working under harsh conditions are more likely to treat prisoners inhumanely.

According to a study conducted by KHRC (2003) it complained of the deplorable sanitation standards in most prisons. It highlights that prisons were faced with perennial water shortages, and neglect in maintenance of toilets and sanitation blocks. The report indicates that this led to breakout of vermin such as bedbugs owing to lack of fumigation and diseases such as cholera, typhoid and tuberculosis that have even claimed lives of inmates and prison officers. Prison population has continued to be high. In August 2005 the prison population stood at 50,287 prisoners against a total capacity of 16,000 which means that prisons were overcrowded by over 300% (Kiai 2006). There is a major concern on congestion and overworking by staff in some prisons, (Koki, 2008).The report indicated that some prisons were over stretched by over 700% and given this condition, warders were required to work seven days a week resulting to job dissatisfaction in the place of work.

According to Nyachae (2008) studies revealed that majority of prison warders were willing to leave their job due to poor working conditions and inadequate terms of service. 65% were highly dissatisfied with the ratio of inmates to warders giving an average of 20:1, which means 20 inmates under the guard of one warder unlike KNHRC (2008) reports, that the international inmate-staff ratio of 5:1 is recommended.

According to a study conducted by Koki (2008) it indicated that most warders were living in deplorable conditions with warders residing in a mud walled houses and paper partitioned tiny cubicles. Living condition in the quarters were a kin to slum conditions, owing to lack of adequate amenities and instances where more than four families share a single room were prevalent in most stations. This congestion compromises privacy and jeopardized their self esteem. It reports that some youthful prison warders narrated the difficulty they go through in forming heterosexual relationships, suitors desert them as soon as they visit their residential quarters, undermining their esteem.

However, the much envisaged prison reforms are dedicated to improving the working conditions of prison warders through decongesting the prisons, better housing for prison warders and adequate supply of uniforms to the officers. It is against this research conducted by Koki (2008) that the study intends to investigate the influence of the reforms on the prison officers' job satisfaction.

According Dessler (2001) describes job satisfaction as a set of favourable feelings for the employees to perceive their work which determines the possibility of a major disposition to achieve higher performance. He concludes that job satisfaction refers to an individual's general attitude toward his or her job. According to Robbins (2001), job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives. Job satisfaction is a factor that would induce the employee to work in the long term position. Locke (1976) provides more specific definition on job satisfaction as the state where one's needs and one's outcomes match well.

There are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs (education, working time and effort) and work-role outputs (wages, fringe benefits, status, working conditions and intrinsic aspects of the job). If work-role outputs increase relative to work-role inputs, then job satisfaction will increase (Sousa-Poza and Sousa-Poza 2000).

2.3.2 Remuneration

According to Kretiner (1983), remuneration is crucial to employees' satisfaction in their job. Kretiner further emphasizes the fourteen universal principles of management by Fayol (1916) one of which is remuneration. According to Fayol, employees should be fairly paid in accordance with their contribution. In addition, Okumbe (1998) mentions the principles of management as advanced by Fayol and emphasizes that remuneration should be fair for both the employees and the employer.

Adam (1963) calls for a fair balance to be struck between employees' inputs (hard work, skill levels, tolerance and enthusiasm) and employees' outputs (salary, benefits, and intangibles such as recognition). He maintains that, a fair balance serves to ensure a strong and productive relationship with the employees, with the overall result being satisfied, thus motivated employees.

According to Porter and Steers (1973) indicates that pay is a prominent determinant of job satisfaction, especially when the pay received is seen as equitable, that is, when it is viewed as fair compared to the level of effort and what other people receive. They assert that employees normally compare their salaries and benefits to those of other employees in other offices, with similar qualifications.

According to Kretiner (1983) holds that employees are more satisfied when they are rewarded fairly for the work they do where their responsibilities, the effort they have put forth, the work they have done well and the demands of their jobs are put into consideration.

Lewis (2005) says that remuneration is a motivator and that when a remuneration system is attractive to the employees, they work harder, are more focused and better results are got. Lewis adds that an attractive remuneration is essential in reducing the high employee turnover normally experienced in quite a number of organizations.

According to Dayal (1980), formulation of rational wage policy has always been one of the most significant social demands. Initially, as an economic issue, it was mainly the concern of the employer. But, with the industrial progress and subsequent industrial balance between employers and employee needs, wage bargain has become a matter for the three -fold concern of the employer, employee and the state.

Onkunya (2008) says that it is a grave mistake to use pay hikes just to make people happy. He continues to say that salary hikes used as rewards quickly creates inequalities and affect performance and instead bad performers should be moved out, not paid less. He indicates that inequity issues emerge when one pay rise results in ten other people feeling betrayed and

concludes by saying most employees do not get encouraged or discouraged by what they get, but what others with whom they compare to get. For many organizations pay still remains one of the most effective tools that they can use to boost the morale of their workers (Mwaura, 1993).

According to Graham and Bennet (1998), there are a number of ways in which an organization can administer its salaries namely; ad-hoc, merit review, incremental scale and rate of age. Ulmer (1999) recommends that organizations should consult salary surveys as a way to identify whether the salaries and benefits they are offering are comparable to those of other offices in the area or the industry. In addition, organizations should make sure they have clear policies related to salaries, raises and bonuses, (Syptak, Marshland & Ulmer, 1999).

Following Maslow's theory, Cole (2000) indicates that an individual moves up the hierarchy of needs responding first to the physiological needs. He indicates that for an employee to be satisfied in his work, these needs must be equated with pay rate, pay practices and to an extent with the physical conditions of the job.

According to Coyle (2002) indicates that generally prison warders are held in lower regard than other people who work in the public service. This is often reflected in the pay of prison staff which in many countries is very low. As a consequence it is often very difficult to recruit properly qualified staff to work in prisons. He states that, In order to attract and retain high quality personnel it is essential that salary should be set at a proper level and that the other conditions of employment should be the same as in comparable work elsewhere in public service.

According to Koki (2004), prior to 2003, prison warders were among the lowest paid government workers. A warder received a total pay package of Ksh.4, 000. This was responsible for the low morale that pervaded the entire prison service and even encouraged corruption and trafficking of prohibited substances by warders with the prisoners he indicates.

According to Kiai (2008) indicates that during their visit to sampled prisons in Kenya, they were informed that salaries paid to prison staff were too low and needed to be reviewed upwards. Incidentally, the government had reviewed the basic salary for the disciplined forces. The minimum basic salary paid to warder (PG 1) was raised to a minimum of Kshs.11, 010 per month and a maximum of Kshs.17, 790 per month. However, the report indicated that this was way below the proposal by the prisons officers who had recommended that the starting salary for warders be raised to a minimum of Kshs.30, 000 and a maximum of 60,000 per month.

Nyachae (2008) revealed that despite an increment of Ksh.5,000 risk allowance awarded to them in 2007,40% of the prison warders were still highly dissatisfied terming it as too little,28.3% were moderately dissatisfied while 16.7% were slightly satisfied.71.6% of prison warders indicated that their jobs could not help them achieve their future dreams. However in July2010, the government reviewed salaries for the disciplined services vide a letter from the ministry of state for public service Reference Number. DPM16/11A VOL.III (89) dated 7th July 2010.

The changes contained take into consideration the demanding and risky nature of the job of disciplined services in maintaining peace, law and order in the country.

This has seen the basic salary of a warder rise from a minimum of Ksh.11, 010 to Ksh14, 060 and from a maximum of Ksh.17, 790 to Ksh.26, 920. It is against these that the researcher intends to investigate the effect of changes in the remuneration on job satisfaction of prison officers in Meru G.K Prison.

2.3.3 Leadership Styles

According to the Constitution of Kenya (2010), Leadership is the public trust to exercise in a manner that brings dignity to the office by promoting public confidence in the integrity of the office and vests in the state officer the responsibility to serve the people rather than the power to rule them. The constitution further outlines the guiding principles of leadership and integrity to include selection on the basis of personal integrity, competence and suitability, objectivity and impartiality in decision making and accountability to the public for decisions and actions. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.

According to Gibb (1947) indicates that leadership is not a quality that a man possesses; it is an interactional function of the personality and of the social situation. He states that, a leader is a member of a group on whom the group confers a certain status, and leadership describes the role by which the duties of this status are fulfilled.

The effectiveness of the roles depends upon the functional relation between the individual attributes of the man and the specific goal of the group at any moment. It is natural that some individual attributes of skill and personality will be generally effective though they will not confer upon their possessor universal leadership status. Leadership is, then, some sort of social transaction.

Kurt Lewin (1930) developed a leadership framework based on a leader's decision-making behaviour. He noted that there are three types of leaders: - Firstly are Autocratic leaders, they make decisions without consulting their teams. This is considered appropriate when decisions genuinely need to be taken quickly, when there's no need for input, and when team agreement isn't necessary for a successful outcome. Secondly are Democratic leaders who allow the team to provide input before making a decision, although the degree of input can vary from leader to leader.

This type of style is important when team agreement matters, but it can be quite difficult to manage when there are lots of different perspectives and ideas. Thirdly is Laissez-faire leaders who don't interfere; they allow people within the team to make many of the decisions. This works well when the team is highly capable and motivated, and when it doesn't need close monitoring or supervision

According to Dirks and Ferrin (2002), Trust in leadership is a key aspect of effective leadership that reflect employees' evaluation of their leaders' knowledge, integrity, and benevolence. They indicated that Trust in leadership has been shown to bring positive workplace outcomes such as motivation, commitment and job satisfaction while distrust leads to resistance, frustration and dissatisfaction. Yang and Hsieh (2007) indicates that, establishing a successful performance orientation, managerial support and trustworthy leadership is important. Regarding the innovative culture, they have also observed that it thrives under leadership styles that are more loosely structured and trust enhancing, such as transformational leadership.

According to Koki M. (2004), prior to 2003, prisons service lacked a common framework for guiding strategic, functional and operational management. It relied on annual work plans and budgets. However, in 2003 the service adopted strategic management by producing its first ever strategic plan (2003-2007) with the assistance of KHRC an indication that prison was ready to embrace results oriented management and leadership practices. On the other hand, the service operated without a clearly documented scheme of service for staff. This explains why the promotion procedures were severely criticized and consequently resulting to low morale. However in 2004 PHQ initiated a process aimed at formulating scheme of service for all categories of officers

Kiai, M. (2006) indicates that although for years, the management culture in prisons was characterised by authoritarianism, high level corruption, nepotism, cronyism and lack of result-oriented planning. The situation has apparently improved with all station and service commanders placed under performance-based contracts similar to those in other sectors in the public service. It is against this background that the study aims to investigate the influence of these reforms on job satisfaction among prison officers in Meru G.K prison.

2.3.5 Career Development

According to Harrison (1982), development is the skill provision and organization of learning experiences in the workplace so that performance can be improved. Andrew (2003), states that development is a form of personal improvement concerned with enhancing knowledge and skills of a complex and unstructured nature in preparation of the employee so that they move with the organization as it grows. Hence employee development must be part of a wider strategy for organization to meet its goals.

Smith and Hayton (1999) indicate that training is one of the strategies for managing human resource flow in order to produce the “4Cs” (commitment, competence, congruence and cost effectiveness) of human resource outcomes. They emphasize that, no matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. They maintain that staff training is an indispensable strategy for motivating workers and therefore every organization should have a good training programme to give the staff professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

Hackman (1986) indicates that organisations need to realise that opportunities for positive career development for their workforce is a way of helping to attract and retain the best people. Recognising and responding to the needs of individual employees enables an organization get the best out of them. Providing them with opportunities for training, future career growth, and general skill development within the organization improves their understanding of organizational processes and assists in developing problem solving and technical skills hence, reducing employee work dissatisfaction by removing skill-related impediments to job performance.

According to Wright and Davis (2003), such development programs address the turnover problem by increasing the likelihood that employees successfully complete their tasks and by helping employees see their future intertwined with that of their current organizations. Purcell, J. et al. (2003) found that providing career development opportunities is one of the key practices which influence organisational performance.

Kaleli (2006) argues that, promotion provides an employee with an increase in pay and improved status. She indicates that if promotion is done from within, it is likely to bring about job satisfaction. She insists that a new-comer, no matter how experienced or educated, is always a threat to those already serving in the organization. According to her there are two ways in which an organization may promote its employees namely; management decision and internal advertisement methods. She indicates that in management decision method the employee are selected based on the information already known to the management concerning the employees while in internal advertisement method the employees are informed of a vacant post by notices or circulars, they are invited to apply for an interview after which selection is done.

According to Lobel (1994), argues that lack of promotional opportunities in the prison service is a bottleneck and leads to warders dissatisfaction with their job. In India for instance, it was reported that a warder from training could work in that capacity until they retire. The work therefore, becomes routine and monotonous making the officers less motivated.

Koki (2008) observed that though the guidelines for promotion are very clear and the procedure straight forward in Kenya Prisons service standing orders, the process was abused and manipulated by those in power to shocking levels. The report indicates that, Prison warders complained that promotions were done on ethnic basis, nepotism, politics and corruption, amongst other considerations. There were serious allegations that one had to bribe in order to be promoted and matters were worse for ladies due for promotion where demand for sexual favours in exchange for promotion were rampant.

Gilbert (2005) indicated that lack of scheme of service for prison officers resulted to lack of clear career path and progression, demotivated staff, stagnation and high staff turnover. However, in July 2007 vide a letter reference number DPM.2/7A Vol(2) from the ministry of state for public service, a scheme of service for prisons uniformed personnel had been finalised and was ready for implementation with effect from 1st July, 2007 this provided clear and concise job descriptions and specifications for prison uniformed personnel.

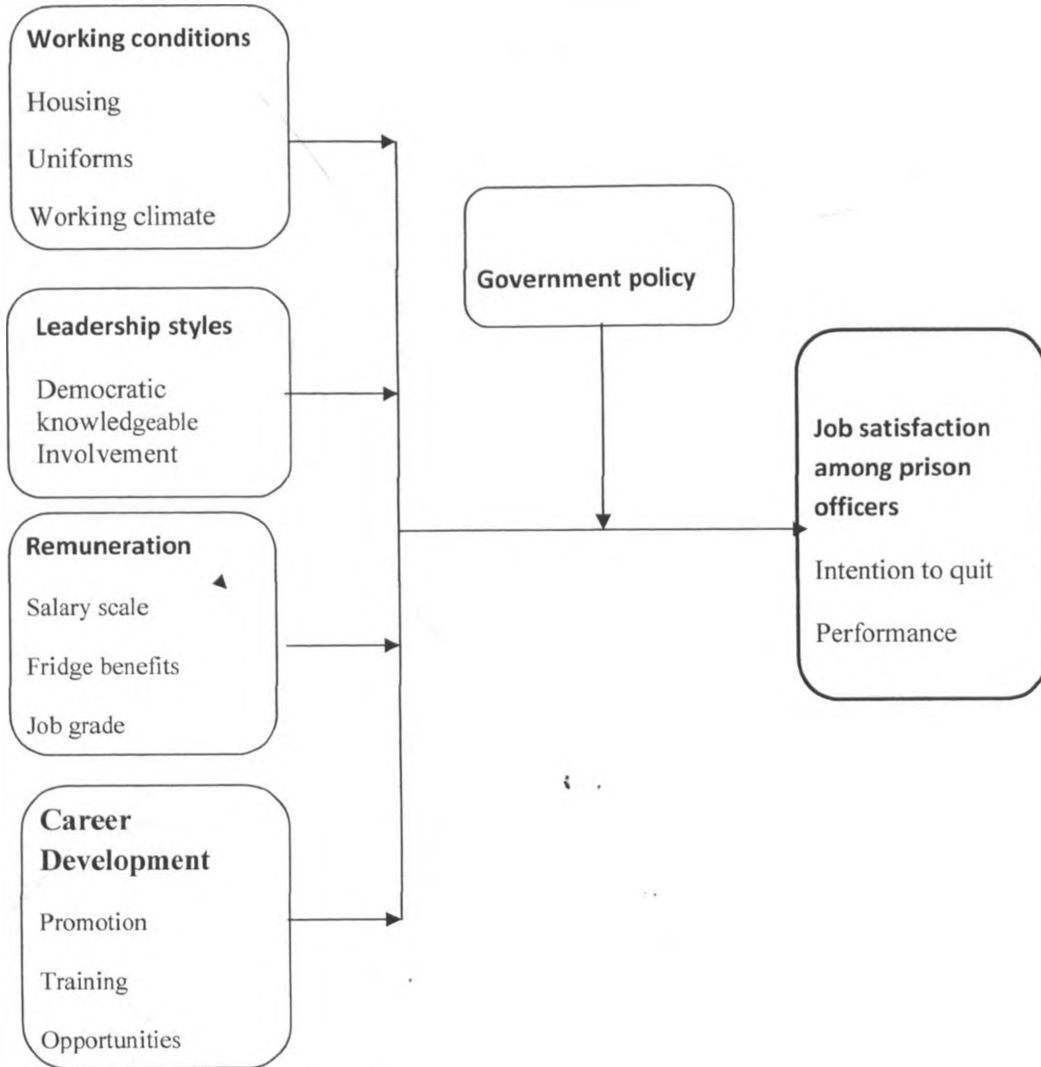
Ndambuki (2007) stated that provision of these details would in no doubt greatly assist in deployment, retention and general development of prison officers. It is against these that the study intends to investigate the influence of these changes on job satisfaction of prison officers in Meru G.K prisons.

2.4 Conceptual frame work

Serakan (2003) defines a conceptual framework as a logically developed, described and elaborated network of interrelationships among variables deemed to be integral part of the dynamics of the situation being investigated. It states the researcher's ideological position from his or her agreement or disagreement with the current discussion and issues.

The conceptual framework has independent, moderating and dependent variables. The independent variable include reforms in: Working conditions, leadership styles, remuneration and career development that the researcher will manipulate in order to determine how they affect the dependent variable which is job satisfaction of prison officers in Meru G.K prison while moderating variable such as government policy which the study has no control may interfere with the study.

Conceptual framework



Independent variables

moderating variable

Dependent variables

Figure 1 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains details on research design which the study adopted, target population of the study, sampling strategy used in the study, research instruments employed in the study, instrument validity and reliability techniques used, and data analysis methods used.

3.2 Research Design

The study adopted a descriptive research design. A descriptive research design portrayed an accurate profile of persons, events or situations. Descriptive research was adopted because it determined and reported the way things were in Meru G.K Prison. It portrayed the facts as they were. Descriptive design was used to investigate the influence of prison reforms on employee job satisfaction among prison officers in Meru G.K Prison.

3.3 Target Population

The target population was homogeneous as far as the ranking in the prison department was concerned; however it comprised of both male and female officers in Meru GK prison. Senior prison officers were excluded from the study as their job description differs from that of the junior officers. This resulted to a total population of 232 junior officers who were targeted in the study.

Table: 3.1 Target Populations

Population Category	Population	Percentages
Male	220	94.8%
Female	12	5.2%
Total	232	100%

Source: Meru GK Prisons Staff Nominal return; February, 2012.

3.4 Sampling Method

According to Cohen (1994), states that a sample size should accurately represent the population under study. A sample size of between 10% and 20% of the population is considered adequate for detailed or in-depth studies. Lewis and Thornhill (2009) argue that 10% to 20% of accessible population is acceptable in descriptive research but indicates that the higher the better.

A probability sampling technique was adopted. Specifically stratified random sampling was used to ensure that both female and male officers were given an equal chance of being selected. Selection of sample from male officer's category was done using simple random sampling to

give each of the elements in the particular category a non-zero probability of being selected. A list of the entire male officers was compiled and assigned a number to each one of them. The numbers assigned to the male officers were placed in a container but on female officers census was conducted because they were very few compared to male officers. Randomly 30% of the male respondents were selected comprising of 66 male officers and 12 female officers this formed the sample of the study.

Table: 3.2 Sample size

Population category	Population	Sample	percentages
Male	220	66	30%
Female	12	12	100%
Total	232	78	30%

3.5 Data Collection Method

The data was collected using questionnaires which were issued to prison officers in Meru G.K Prison .The questionnaires were structured and contained both closed ended questioners which had a list of all possible alternatives from which the officers was select an answer that best describes his or her situation while the open ended questioner would give the respondent a freedom of response. Drop and pick method was used to administering the questionnaires to the sampled population and in order to ensure that respondents were reached without any external influences, the questioners were personally dropped and picked after two weeks.

3.5.1 Instrument Validity

Validity is the degree to which the instrument measures what it purposes to measure. To enhance validity of the instrument in this study, the questioners were reviewed by a panel of expert made up of university supervisors to ensure the relevance of the topic under the study.

3.5.2 Instrument reliability

Reliability is the measure of the degree to which instrument yields consistent results after repeated trials. To increase the reliability of the data collected, the study adopted test re-test method in which the instrument were administered twice to some of the respondents two weeks after collecting the questionnaires and comparison was done to examine whether the same responses would be obtained. The same results were obtained thus ensuring that the instrument used in the study were reliable.

3.5.3 Pilot Study

Before the actual study, pre testing of the instrument was carried out on twenty respondents from the non sampled group. This facilitated changes and modification of the questionnaire. This also enabled the researcher to make adjustments on procedure for the actual collection of data. The final copy of the questionnaire was drafted after taking into account all the comments and suggestions made from the pilot study.

Table 3.3 Operationalization of variables

Research objectives	Type of variable	Indicator	Measuring of indicator	Data collection method	Level of scale	Level of analysis
	Dependent ; Influence of Institutional reforms on employees job satisfaction	Performance levels	No of officers willing to resign Review of Performance appraisal form	Questioner Documentary analysis	Ordinal Nominal Nominal	Descriptive Descriptive
To establish the influence of working conditions on job satisfaction of prison officers	Independent Working conditions	Housing of officers	Number of houses and type of house	Questionnaire Document analysis	Ordinal	Descriptive
		Uniforms	Number of uniform issued to officers	Questionnaire	Ordinal Nominal	Descriptive
		Working climate	Physical out look of the officer and their behaviour.	Observation	Ordinal Nominal	Descriptive
Determine the influence of leadership styles on job	Independent leadership styles	Involvement in decision making	No. of meeting conducted	Questionnaire	Ordinal	Descriptive

satisfaction of prison officers		Democracy	Ways and means of solving employees grievances	Questionnaire	Nominal	Descriptive
		Freedom of expression	Communication channels used.	Questionnaire	Ordinal	Descriptive
		Knowledge able	Levels of education	Questionnaire	Ordinal	Descriptive
To examine the influence of remuneration on job satisfaction of prison officer	Independent remuneration	- salary scale	Salary circular most recent.	Questionnaire Document analysis	Ordinal	Descriptive
		Fridge benefits	Non monetary benefits enjoyed by officers	Questionnaire Document analysis	Nominal	Descriptive
		Pensions	Savings at pensions saving scheme.	Questionnaire Document analysis	Ordinal Nominal	Descriptive
		Salary review	Salary Increments dates	Document analysis	Ordinal	Descriptive
To ascertain the influence of career development on job satisfaction of prison officers	Independent Career development	Training offered	No. of trainings attended	Questionnaire Document analysis	Nominal	Descriptive
		Promotions	No. of officers promoted	Observation	Ordinal	Descriptive

3.7 Data Analysis

Complete instruments were assembled, the data collected from the respondents was edited for completeness and consistency, and then it was coded and interpreted in relation to the research objectives. Quantitative data was analysed using descriptive statistics while qualitative data will be analysed using content analysis method. The data analysed using statistical tools will then be presented using tables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the presentation, analysis and interpretation of the findings as per the data collected from the officers in Meru G.K Prison. The questionnaires contained five sections in which section A required the demographic data, section B, C, D and E had structured questionnaires with both closed and open ended questions on working conditions, remuneration, leadership styles and career development .

Data was analysed in relation to the study objectives. The general objective of the study was to investigate the influence of organization reforms on employee job satisfaction and specifically was covering prison officer at Meru G.K Prison. A profile of data from each of the respondents was compiled and analysed. The data was presented and classified in form of tables.

Only 66 questionnaires were returned which accounted for 84% return rate. The reasons for this response rate was attributed to the fact that some of the respondents who were issued with the instruments returned questionnaires whose most items were not filled, some the questionnaires contained data which was deemed not useful or irrelevant and some of the subjects did not return the questionnaires at all.

4.2 Demographic information

This section sought to gather information relating to or concerning demography among the respondents targeted in the study.

4.2.1 Gender distribution

Respondents were required to state their gender. Data collected indicated that out of

66 respondents, majority (92.4%) of them were men while (7.6%) of them were female. The table below represents the distribution of the gender of the respondents.

Table 4.1 Gender Distribution

Respondents Gender Distribution		
Gender	Frequency	Percent
Male	61	92.4
Female	5	7.6
Total	66	100.0

4.3.2 Age distribution

The age of the respondents was considered important as it plays a key role in determining their satisfaction or dissatisfaction due to the fact that the respondent was able to fully participate in work environment activities like the number of years of experience, motivation or increased reward for years of service.

The respondents for the study were asked to state their age category. Data collected indicated that majority (26.1%) of the respondents were of age category 25-30 years, 20.4% of the respondents were between 36-40 years, 17.2% were between 41-45 years, 11.5% were between 31-35 years, 9.6% were over 51 years of age, 8.9% were between 46-50 years while the remaining 6.4% were those below 25 years of age. The table below represents the distribution of the ages of the respondents.

Table 4.2 Age Distribution

Respondents Age on last birthday		
Age	Frequency	Percent
Below 25 years	4	6.4
25-30 years	17	26.1
31-35 years	8	11.5
36-40 years	13	20.4
41-45 years	11	17.2
46-50 years	7	8.9
Over 51 years	6	9.6
Total	66	100.0

4.3.3 Level of education

The respondents level of education was considered to significant for the study as it would help to generally establish the literacy levels of the respondents. They were therefore asked to indicate their highest level of education.

Data collected indicated that majority (68.8%) of the respondents had a secondary education, 24.2% had a diploma education, 1.9% had a degree education and 5.1% were of primary education. The table below shows the response of the respondents.

Table 4.3 Respondents Level of Education

Education	Frequency	Percent
Primary education	3	5.1
Secondary education	45	68.8
Diploma	16	24.2
Degree	2	1.9
Total	66	100.0

4.3.4 Years in service

Respondents' length of service was considered significant for the study as it would help establish the level of experience and understanding of the prison procedures and practices among the respondents. They were therefore asked to indicate the period they had served as prison officers. Data collected indicated that majority (39.5%) of the respondents had served the department for a period of over 21 years, 21.7% had served for a period between 5-10 years, and 20.4% had served for a period between 16-20 years while 18.5% had served for a period below 5 years. This shows that majority of the prison warders had stagnated at the lowest rank for over 21 years in the service. The table below shows the response of the respondents.

Table 4.4 Years in service

Respondents years in the service		
	Frequency	Percent
Below 5 years	12	18.5
5-10 years	15	21.7
16-20 years	13	20.4
Above 21 years	26	39.5
Total	66	100.0

4.4 Working Conditions

This section sought to gather the feelings of the respondents in regard to their working conditions. They were asked to think of their present work and describe how it was like most of the time.

4.4.1 Fascinating

Respondents were asked to describe whether their work was fascinating. The table below presents respondents responses to the item.

Table 4.6 Fascinating

Fascinating		
	Frequency	Percent
It describes your work	20	30.6
Does not describe your work	29	43.3
Cannot decide	17	26.1
Total	66	100.0

Majority (43.3%) of the respondents indicated that their work was not fascinating. 30.6% indicated that their work was fascinating while 26.1% could not describe their job as either fascinating or not.

4.4.1 Routine and monotonous

Respondents were asked to describe whether their work was routine and monotonous. The table below presents respondents responses to the item.

Table 4.7 Routine and Monotonous

Routine and monotonous		
	Frequency	Percent
It describes your work	45	67.5
Does not describe your work	16	24.8
Cannot decide	5	7.6
Total	66	100.0

Majority of the respondents (67.5%) described their work as routine and monotonous. 24.8% described their work not to be routine and monotonous while 7.6% of the respondents could not make a decision as to whether or not their work was routine and monotonous.

4.4.1 Challenging

Respondents were asked to describe whether their work was challenging. The table below presents respondents responses to the item.

Table 4.8 Challenging

Challenging		
	Frequency	Percent
It describes your work	53	79.6
Does not describe your work	10	15.3
Cannot decide	3	5.1
Total	66	100.0

Majority of the respondents (79.6%) described their work as challenging. 15.3% described their work not to be challenging while 5.1% of the population could not make a decision as to whether or not their work was challenging.

4.4.1 Frustrating

Respondents were asked to describe whether their work was frustrating. The table below presents respondents responses to the item.

Table 4.9 Frustrating

Frustrating		
	Frequency	Percent
It describes your work	39	59.2
Does not describe your work	21	32.5
Cannot decide	6	8.3
Total	66	100.0

Majority of the respondents (59.2%) described their work as frustrating. 32.5% of the population described their work not to be frustrating while 8.3% of the population could not make a decision as to whether or not their work was frustrating.

4.4.1 Sense of accomplishment

Respondents were asked to describe whether their work gave them a sense of accomplishment. The table below presents respondents responses to the item.

Table 4.10 Sense of Accomplishment

Gives a sense of accomplishment		
	Frequency	Percent
It describes your work	30	45.9
Does not describe your work	21	31.2
Cannot decide	15	22.9
Total	66	100.0

Majority of the respondents (45.9%) described their work as that which gave them a sense of accomplishment. However 31.2% of the population described their work as that which did not give them a sense of accomplishment while 22.9% of the population could not make a decision as to whether or not their work gave them a sense of accomplishment.

4.4.2 Facets related to work and working conditions

The respondents were provided with a number of facets related to their work and working conditions. They were required to state their level of satisfaction with each facet.

4.4.2 Supply of Uniform

The respondents were required to state their level of satisfaction with the supply of uniforms at their work place. Data collected from the respondents indicated that majority(50.3%) of the respondents were slightly satisfied with the supply of uniforms.15.3% were highly satisfied while 7.6% were slightly dissatisfied and another 7.6% of the total targeted population was highly dissatisfied with the supply of uniforms. However, 19.1% were neither satisfied nor dissatisfied at all. The table and bar graph below presents respondents responses to the item.

Table 4.11 Supply of Uniforms

supply of uniforms		
	Frequency	Percent
Highly satisfied	10	15.3
Slightly satisfied	33	50.3
Neutral	13	19.1
Slightly dissatisfied	5	7.6
Highly dissatisfied	5	7.6
Total	66	100.0

4.4.2 Search to Prison Officers

The respondents were required to state their level of satisfaction with the manner in which search was being conducted to prison warders on entry into Prison facility. The table below presents respondents responses to the item.

Table 4.12 Search

Manner in which search is conducted to prison warders on entry into the prison		
	Frequency	Percent
Highly satisfied	5	7.6
Slightly satisfied	5	7.6
Neutral	8	12.1
Slightly dissatisfied	12	18.5
Highly dissatisfied	36	54.1
Total	66	100.0

Data collected indicated that majority of the respondents (54.1%) were highly dissatisfied while 18.5% of the respondents were slightly dissatisfied and 12.1% were neither satisfied nor dissatisfied. However, 7.6% were slightly satisfied and 7.6% highly satisfied.

4.4.2 Working Hours

The respondents were asked to state their level of satisfaction with the number of hours they worked per day. The table below presents respondents responses to the item.

Table 4.13 Working Hours

Hours you work per day		
	Frequency	Percent
Highly satisfied	4	6.4
Slightly satisfied	14	20.4
Neutral	8	12.7
Slightly dissatisfied	19	29.3
Highly dissatisfied	21	31.2
Total	66	100.0

Majority of the respondents 31.2% were highly dissatisfied, 29.3% were slightly dissatisfied while 20.4% were slightly satisfied and 6.4% were highly satisfied. However 12.7% were neither satisfied nor dissatisfied with the number of hours they worked per day.

4.4.2 Housing

The respondents were asked to state their level of satisfaction with the housing they were provided with. The table below presents respondents responses to the item.

Table 4.14 Housing

Housing you are provided with		
	Frequency	Percent
Highly satisfied	8	12.1
Slightly satisfied	17	25.5
Neutral	3	5.1
Slightly dissatisfied	7	10.2
Highly dissatisfied	31	47.1
Total	66	100.0

Majority of the respondents 47.1% indicated that they were highly dissatisfied, 25.5% were slightly satisfied while 12.1% were highly satisfied and 10.2% were slightly dissatisfied. However 5.1% were neither satisfied nor dissatisfied with the housing they were provided with at the place of work.

4.4.2 Number of Inmates

The respondents were asked to state their level of satisfaction with the number of inmates they were assigned to handle. The table below presents respondents responses to the item.

Table 4.15 Number of Inmates

Number of inmates you are assigned to handle		
	Frequency	Percent
Highly satisfied	4	6.4
Slightly satisfied	14	21.7
Neutral	9	12.7
Slightly dissatisfied	12	18.5
Highly dissatisfied	27	40.8
Total	66	100.0

Majority of the respondents 40.8% indicated that they were highly dissatisfied, 21.7% were slightly satisfied while 18.5% were slightly dissatisfied and 6.4% were highly satisfied. However 12.7% were neither satisfied nor dissatisfied with the number of inmates they were assigned to handle.

4.4.2 Weekend Duties

The respondents were asked to state their level of satisfaction with the Weekend duties they were required to perform. The table below presents respondents responses to the item.

Table 4.16 Weekend Duties

Weekend duties		
	Frequency	Percent
Highly satisfied	3	5.1
Slightly satisfied	12	17.8
Neutral	17	24.8
Slightly dissatisfied	16	23.6
Highly dissatisfied	19	28.7
Total	66	100.0

Majority of the respondents 28.7% indicated that they were highly dissatisfied, 23.6% were slightly dissatisfied while 17.8% were slightly satisfied and 5.1% were highly satisfied. However 24.8% were neither satisfied nor dissatisfied with the Weekend duties (saidia duties) they were required to perform.

4.4.2 Sanitation

The respondents were asked to state their level of satisfaction with the Sanitation standards in the work place. The table below presents respondents responses to the item.

Table 4.17 Sanitation

Sanitation standards in the work place		
	Frequency	Percent
Highly satisfied	5	7.6
Slightly satisfied	16	24.2
Neutral	14	21.0
Slightly dissatisfied	12	18.5
Highly dissatisfied	19	28.7
Total	66	100.0

Majority of the respondents 28.7% indicated that they were highly dissatisfied, 24.2 % were slightly satisfied while 18.5% were slightly dissatisfied and 7.6% were highly satisfied. However 21% were neither satisfied nor dissatisfied with the Sanitation standards in the work place.

4.4.2 Internal Complaints Mechanism

The respondents were asked to state their level of satisfaction with the internal complaint mechanism. The table below presents respondents responses to the item.

Table 4.18 Complaints Mechanism

Internal complaint mechanism		
	Frequency	Percent
Slightly satisfied	9	14.0
Neutral	8	12.7
Slightly dissatisfied	25	36.9
Highly dissatisfied	24	36.3
Total	66	100.0

Majority of the respondents 36.9% indicated that they were slightly dissatisfied, 36.3 % were highly dissatisfied while 14% were slightly satisfied. However 12.7% were neither satisfied nor dissatisfied with the internal complaint mechanism at the work place.

4.3.6 Job Satisfaction at the Work Place

The study sought to establish the level of satisfaction among the respondents and therefore asked the respondents to rate their job satisfaction at their place of work and the following data was collected.

Table 4.19 Job Satisfaction

Respondents job satisfaction at the work place

	Frequency	Percent
Highly satisfied	5	7.6
Slightly satisfied	21	31.8
Neutral	19	28.7
Slightly dissatisfied	13	19.1
Highly dissatisfied	8	12.7
Total	66	100.0

From the table above, it was established that majority(31.8%) of the respondents were generally slightly satisfied and 7.6% were highly satisfied at their work place. However,12.7% were highly

dissatisfied and 19.1% were slightly dissatisfied while 28.7% of the respondents were neither satisfied nor dissatisfied at their place of work.

4.3.7 Content analysis on improving working environment

The respondents were asked to give suggestions on what management should do to improve the working conditions of prison warders at their place of work. Majority of the respondents highlighted that management should endeavour to:- Construct more houses to accommodate the high number of officers that have been employed resulting to congestion among the prison officers. Construct new and modern watch towers that are free from cold as officers suffer from cold during the night. Lobby with the parent ministry to source for more vehicles in order to improve means of transport especially during escorts to courts. Ensure that job rotation is practiced on all individuals to shun favouritism of some officers by assigning them permanent posts (commonly referred to as key post).

4.5 Remuneration

This section sought to gather the feelings of the respondents in regard to their remuneration at their work place

4.5.1 Influence of Remuneration on Job Satisfaction

The respondents were asked to rate how remuneration influences their job satisfaction. The table below presents respondents responses to the item.

Table 4.19 Influence of Remuneration on Job Satisfaction

Respondents rate on the influence of remuneration on warders job satisfaction

	Frequency	Percent	32
Highly influences	31	46.5	
Neutral	19	28.7	
Slightly influences	16	24.8	
Total	66	100.0	

Majority of the respondents 46.5% indicated that remuneration highly influences their job satisfaction while 24.8% indicated that it slightly influences while 28.7% were neutral on whether remuneration highly influences or slightly influences their job satisfaction.

4.5.2 Characteristics of Remuneration

This section sought to gather the feelings of the respondents in regard to their remuneration and they were asked to think of their present remuneration and describe how it was like most of the time.

4.5.2 The pay is high

The respondents were asked to state whether their pay was high. Majority (86%) of the respondents indicated that they could not describe their remuneration as being high. 5.1% of the respondents described their pay as being high while 8.9% could not describe their pay as either high or not. The following table presents the respondents responses to the item.

Table 4.20 Pay

The pay is high		
	Frequency	Percent
it describes your remuneration	3	5.1
it does not describe your remuneration	57	86.0
cannot decide	6	8.9
Total	66	100.0

4.5.2 Adequate for basic needs

The respondents were asked to state whether their remuneration was adequate for their basic needs. The following table presents the respondents responses to the item.

Table 4.21 Adequate for Basic Needs

Adequate for my basic needs		
	Frequency	Percent
it describes your remuneration	12	19.1
it does not describe your remuneration	53	79.6
cannot decide	1	1.3
Total	66	100.0

Majority (79.6%) of the respondents described their remuneration as not being adequate for their basic needs while 19.1% of the respondents described it as being adequate for their basic needs. However, 1.3% could not describe their remuneration as either adequate for their basic needs or

4.5.2 Review of Remuneration

The respondents were asked to state whether their remuneration was reviewed regularly. The following table presents the respondents responses to the item.

Table 4.22 Review

It is reviewed regularly		
	Frequency	Percent
it describes your remuneration	13	19.1
it does not describe your remuneration	44	66.9
cannot decide	9	14.0
Total	66	100.0

Majority (66.9%) of the respondents described their remuneration as one that is not reviewed regularly while 19.1% of the respondents described it as one that is reviewed regularly. However, 14% could not describe their remuneration as one that is reviewed regularly or not.

4.5.2 Consistent and Equitable System of Reward

The respondents were asked to state whether their remuneration was consistent and equitable. The following table presents the respondents responses to the item.

Table 4.23 Consistent and Equitable System of Reward

There is a consistent and equitable system of reward		
	Frequency	Percent
it describes your remuneration	5	7.6
it does not describe your remuneration	47	71.3
cannot decide	14	21.0
Total	66	100.0

Majority (71.3%) of the respondents did not describe their remuneration to be a consistent and equitable system of reward while 7.6% of the respondents described it as a consistent and equitable system of reward. However, 21% could not describe their remuneration either a consistent and equitable system of reward or not.

4.5.3 Facets related to remuneration

The respondents were provided with a number of facets related to their remuneration and were required to state their level of satisfaction with each facet.

4.5.3 Housing Allowance/Supplementation

The respondents were asked to rate their satisfaction with the amount they received as their housing allowance/ supplementation. The table below presents respondents responses to the item.

Table 4.24 Housing allowance / Supplementation

The housing allowance/supplementation paid		
	Frequency	Percent
Highly satisfied	2	2.5
Slightly satisfied	10	15.3
Neutral	1	1.3
Slightly dissatisfied	7	10.2
Highly dissatisfied	46	70.7
Total	66	100.0

Data obtained revealed that majority (70.7%) of the respondents were highly dissatisfied and 10.2% were slightly dissatisfied. However, 15.3% of the respondents were slightly satisfied and 2.5% were highly satisfied with the housing allowance/supplementation they received and 1.3% were neutral about it.

4.5.3 Medical Allowance

The respondents were asked to rate their satisfaction with the amount they received as their medical allowance. The table below presents respondents responses to the item.

Table 4.25 Medical Allowance

The medical allowance paid		
	Frequency	Percent
Slightly satisfied	2	2.5
Neutral	3	5.1
Slightly dissatisfied	3	5.1
Highly dissatisfied	58	87.3
Total	66	100.0

Data obtained revealed that majority (87.5%) of the respondents were highly dissatisfied and 5.1% were slightly dissatisfied. However, 2.5% of the respondents were slightly satisfied with the amount they received as their medical allowance and 1.3% were neutral about it.

4.5.3 Risk Allowance

The respondents were asked to rate their satisfaction with the amount they received as their risk allowance. The table below presents respondents responses to the item.

Table 4.26 Risk Allowance

The risk allowance paid		
	Frequency	Percent
Highly satisfied	2	2.5
Slightly satisfied	15	23.6
Neutral	9	13.4
Slightly dissatisfied	13	19.1
Highly dissatisfied	27	41.4
Total	66	100.0

Data obtained revealed that majority (41.4%) of the respondents were highly dissatisfied and 19.1% were slightly dissatisfied. However, 23.6% of the respondents were slightly satisfied and 2.5% highly satisfied with the amount they received as their risk allowance and 13.4% were neutral about it.

4.5.3 Promptness with which Salary is Paid

The respondents were asked to rate their satisfaction with the promptness with which salary was paid. The table below presents respondents responses to the item.

Table 4.27 Promptness with which Salary is Paid

The promptness with which salary is paid		
	Frequency	Percent
Highly satisfied	28	42.7
Slightly satisfied	16	24.2
Neutral	14	20.4
Slightly dissatisfied	3	5.1
Highly dissatisfied	5	7.6
Total	66	100.0

were slightly satisfied. However, 7.6 % of the respondents were highly dissatisfied and 5.1% slightly dissatisfied with the promptness with which salary was paid and 20.4% were neutral about it.

4.5.3 Pay received compared to what other Employees in the Civil Society get

The respondents were asked to rate their satisfaction with the pay received compared to what other employees in the civil society get. The table below presents respondents responses to the item.

Table 4.28 Pay received Compared to what other Employees in the Civil Society get

The pay received compared to what other employees in the civil society get

	Frequency	Percent
Highly satisfied	2	2.5
Slightly satisfied	13	19.7
Neutral	17	26.1
Slightly dissatisfied	22	33.1
Highly dissatisfied	12	18.5
Total	66	100.0

Data obtained revealed that majority (33.1%) of the respondents were slightly dissatisfied and 18.5% were highly satisfied. However, 19.7 % of the respondents were slightly satisfied and 2.5% highly satisfied with the pay received compared to what other employees in the civil society get and 26.1% were neutral about it.

4.5.3 Basic Salary Received

The respondents were asked to rate their satisfaction with the amount of basic salary they received. The table below presents respondents responses to the item.

Table 4.29 Basic Salary Received

The basic salary received

	Frequency	Percent
Slightly satisfied	9	14.0
Neutral	14	21.0
Slightly dissatisfied	23	34.4
Highly dissatisfied	20	30.6
Total	66	100.0

Data obtained revealed that majority (34.4%) of the respondents were slightly dissatisfied and 30.6% were highly dissatisfied. However, 14 % of the respondents were slightly satisfied with the amount of basic salary they received and 21% were neutral about it.

4.5.4 Content analysis on employee remuneration

The respondents were asked to give suggestions on what should be done to improve the remuneration of prison officers in Kenya to enhance their job satisfaction. Majority of the respondents highlighted that:-The government should review salaries and allowances regularly to match the inflation rates. Majority of the respondents mentioned especially the amounts they received as medical allowance and housing supplementation as meagre and they had not been reviewed in the recent past. On-statutory Deductions on officers' payslips should be avoided. Respondents recommended that any deductions that are not statutory should be effected after consent on the mode and means of payment by the officers themselves.

4.6 Leadership Styles

Respondents were asked to think of the kind of leadership present in their workplace and describe how it was like most of the time.

4.6.1 Trustworthy

Respondents were asked to describe whether their leaders were trustworthy. The table below presents the respondents responses to the item.

Table 4.30 Trustworthy

leaders are trustworthy		
	Frequency	Percent
it describes leadership in the place of work	23	34.4
it does not describe leadership in the place of work	34	52.2
cannot decide	9	13.4
Total	66	100.0

Majority (52.2%) of the respondents described their leaders as not being trustworthy while 34.4% of the respondents described them as being trustworthy. However, 13.4% could not describe their leaders as either trustworthy or not.

4.6.1 Knowledgeable

Respondents were asked to describe whether their leaders were knowledgeable. The table below presents the respondents responses to the item.

Table 4.31 Knowledgeable

Leaders are knowledgeable		
	Frequency	Percent
it describes leadership in the place of work	32	47.8
it does not describe leadership in the place of work	26	39.5
cannot decide	8	12.7
Total	66	100.0

Majority (47.8%) of the respondents described their leaders as being knowledgeable while 39.5% of the respondents described them as not being knowledgeable. However, 12.7% could not describe their leaders as either knowledgeable or not.

4.6.1 Integrity

Respondents were asked to describe whether their leaders were of high integrity. The table below presents the respondents responses to the item.

Table 4.32 Integrity

Leaders are of high integrity		
	Frequency	Percent
it describes leadership in the place of work	12	19.1
it does not describe leadership in the place of work	40	60.5
cannot decide	14	20.4
Total	66	100.0

Majority (60.5%) of the respondents described their leaders as not being of high integrity while 19.1% of the respondents described them as being of high integrity. However, 20.4% could not describe their leaders as either being of high integrity or not.

4.6.1 Benevolence

Respondents were asked to describe whether their leaders were benevolent. The table below presents the respondents responses to the item.

Table 4.33 Benevolent

Leaders are benevolent		
	Frequency	Percent
it describes leadership in the place of work	11	16.6
it does not describe leadership in the place of work	37	56.7
cannot decide	18	26.8
Total	66	100.0

Majority (60.5%) of the respondents described their leaders as not being of high integrity while 19.1% of the respondents described them as being of high integrity. However, 20.4% could not describe their leaders as either being of high integrity or not.

4.6.1 Democracy

Respondents were asked to describe whether their leaders were democratic. The table below presents the respondents responses to the item.

Table 4.34 Democracy

Leaders are democratic		
	Frequency	Percent
it describes leadership in the place of work	12	18.5
it does not describe leadership in the place of work	43	65.6
cannot decide	11	15.9
Total	66	100.0

Majority (65.6%) of the respondents described their leaders as not being democratic while 18.5% of the respondents described them as being democratic. However, 15.9% could not describe their leaders as either being of democratic or not.

4.6.1 Objectivity and Impartiality in Decision Making

Respondents were asked to describe whether their leaders were objective and impartial in decision making. The table below presents the respondents responses to the item.

Table 4.35 Objectivity and Impartiality

Leaders are objective and impartial in decision making		
	Frequency	Percent
it describes leadership in the place of work	21	31.8
it does not describe leadership in the place of work	33	49.7
cannot decide	12	18.5
Total	66	100.0

Majority (49.7%) of the respondents described their leaders as not being objective and impartial in decision making while 31.8% of the respondents described them as being objective and impartial in decision making. However, 18.5% could not describe their leaders as either being of objective and impartial in decision making or not.

4.6.2 Facets related to leadership

The respondents were provided with a number of facets related to leadership and were required to state their level of satisfaction with each facet in relation to leadership styles at their place of work.

4.6.2 Communication of Organizational Goals and Objectives

The respondents were asked to rate their satisfaction with the way organizational goals and objectives were communicated to them by their leaders. The table below presents respondents responses to the item.

Table 4.36 Communication

The way organizational goals and objectives are communicated to the warders by the leaders

	Frequency	Percent
Highly satisfied	9	14.6
Slightly satisfied	20	30.6
Neutral	7	10.8
Slightly dissatisfied	19	28.0
Highly dissatisfied	11	15.9
Total	66	100.0

Data obtained revealed that majority (30.6%) of the respondents were slightly satisfied and 14.6% were highly satisfied. However, 28% of the respondents were slightly dissatisfied and 15.9% highly dissatisfied with the way organizational goals and objectives were communicated to them by their leaders and 10.8% were neutral about it.

4.6.2 Decision Making Process

The respondents were asked to rate their satisfaction with the way they were being involved in decision making process at their place work by their leaders. The table below presents respondents responses to the item.

Table 4.37 Decision Making Process

The way respondents were involved in decision making process at their work place

	Frequency	Percent
Highly satisfied	10	15.3
Slightly satisfied	19	28.7
Neutral	9	13.4
Slightly dissatisfied	17	25.5
Highly dissatisfied	11	17.2
Total	66	100.0

Data obtained revealed that majority (28.7%) of the respondents were slightly satisfied and 15.3% were highly satisfied. However, 25.5% of the respondents were slightly dissatisfied and 17.2% highly dissatisfied with the way they were involved in decision making process at their work place and 13.4% were neutral about it.

4.6.2.c Fairness

The respondents were asked to rate their satisfaction with the fairness accorded to them by their leaders at their place of work. The table below presents respondents responses to the item.

Table 4.38 Fairness

the fairness that was accorded to subordinates at the workplace by their leaders

	Frequency	Percent
Highly satisfied	12	17.8
Slightly satisfied	18	28.0
Neutral	5	7.0
Slightly dissatisfied	14	21.0
Highly dissatisfied	17	26.1
Total	66	100.0

Data obtained revealed that majority (28%) of the respondents were slightly satisfied and 17.8% were highly satisfied. However, 26.1% of the respondents were highly dissatisfied and 21% slightly dissatisfied with the fairness that was accorded to subordinates at the workplace by their leaders and 7% were neutral about it.

4.6.2 Management Support

The respondents were asked to rate their satisfaction with the management support for their efforts to improve on their weaknesses. The table below presents respondents responses to the item.

Table 4.39 Management Support

The management support for the respondents efforts to improve their weaknesses

	Frequency	Percent
Highly satisfied	10	14.6
Slightly satisfied	15	22.9
Neutral	4	6.4
Slightly dissatisfied	20	30.6
Highly dissatisfied	17	25.5
Total	66	100.0

Data obtained revealed that majority (30.6%) of the respondents were slightly dissatisfied and 25.5% were highly dissatisfied. However, 22.9% of the respondents were slightly satisfied and 14.6% highly satisfied with the management support for their efforts to improve on their weaknesses and 6.4% were neutral about it.

4.6.2 Recognition

The respondents were asked to rate their satisfaction with the recognition they received from their supervisors. The table below presents respondents responses to the item.

Table 4.40 Recognition

Recognition received by the respondents from their supervisors		
	Frequency	Percent
Highly satisfied	13	19.1
Slightly satisfied	17	26.1
Neutral	9	13.4
Slightly dissatisfied	12	17.8
Highly dissatisfied	15	23.6
Total	66	100.0

Data obtained revealed that majority (33.8%) of the respondents were highly dissatisfied and 30.6% were slightly dissatisfied. However, 18.5% of the respondents were slightly satisfied and 6.4% highly satisfied with the recognition they received from their supervisors and 10.8% were neutral about it.

4.6.3 Content analysis for leadership styles

The respondents were asked to give suggestions on what should be done to improve the leadership styles of their leaders in order to enhance job satisfaction. Majority of the respondents highlighted that:-There should be vetting of leaders before they are appointed to be the heads of the various posts such as that of officers in charge of a station, deputy officer in charge and section heads. Majority of the respondents indicated that this would result to having leaders who are more efficient and effective. Seminars should be organised more frequently to train the leaders on the basic principles of good management and leadership styles. Leaders should not be left in one station for more than two years. Majority of the respondents opines that there should reshuffle of especially officer in charges at the intervals of two to three years to reduce monotony of leadership and also to spur creativity and innovation in the stations.

Respondents were asked to think of their present work and opportunities for career development present in their place of work and describe how it was like most of the time.

4.7.1 Promotion Policy

Respondents were asked to describe whether there was a clear promotion policy at their place of work. The table below presents the respondents responses to the item.

Table 4.41 Promotion Policy

There is a clear promotion policy for prison officers		
	Frequency	Percent
it describes career development opportunities in the place of work	5	7.6
it does not describe career development opportunities in the place of work	51	77.7
cannot decide	10	14.6
Total	66	100.0

Majority (77.7%) of the respondents described their opportunities for career development not to have clear promotion policy for prison officers while 7.6% of the respondents described their opportunities for career development to have clear promotion policy for prison officers. However, 14.6% could not describe their opportunities for career development as having clear promotion policy for prison officers or not.

4.7.1 Training Policy

Respondents were asked to describe whether there was a clear training policy at their place of work. The table below presents the respondents responses to the item.

Table 4.42 Training Policy

There is a clear training policy for prison officers		
	Frequency	Percent
it describes career development opportunities in the place of work	17	26.1
it does not describe career development opportunities in the place of work	41	61.8
cannot decide	8	12.1
Total	66	100.0

Majority (61.6%) of the respondents described their opportunities for career development not to have clear training policy for prison officers while 26.1% of the respondents described their opportunities for career development to have clear training policy for prison officers. However, 12.1% could not describe their opportunities for career development as having clear training policy for prison officers or not.

4.7.1 Opportunity to Further Education

Respondents were asked to describe whether they were given an opportunity to further their education at their place of work. The table below presents the respondents responses to the item.

Table 4.43 Opportunity for further Education

Prison warders are given an opportunity to further their education		
	Frequency	Percent
it describes career development opportunities in the place of work	39	58.6
it does not describe career development opportunities in the place of work	21	31.2
cannot decide	6	10.2
Total	66	100.0

Majority (58.6%) of the respondents described their opportunities for career development in their place of work as that which gave them an opportunity to further their education while 31.2% of the respondents described their opportunities for career in their place of work as that which did not give them an opportunity to further their education.

However, 10.2% could not describe their opportunities for career development in their place of work as that which gave them an opportunity to further their education or not.

4.7.2 Promotion

The respondents were required to state what they thought influenced promotion of prison warders to the next rank. The table below presents the respondents responses to the item.

Table 4.44 Promotion

What it takes to move to the next rank		
	Frequency	Percent
To be intelligent	6	8.9
To have higher education	5	7.6
To have served long in the profession	8	12.7
To be efficient in ones job	12	18.5
To know how to get along with colleagues	4	5.1
To have the "right contacts" who can give you a push	31	47.1
Total	66	100.0

Majority (47.1%) of them believed that having the right contacts to give them a push was a major determinant for their promotion to the next rank. 18.5% believed in efficiency in ones job, 12.7% believed in having served long in the profession, 8.9% believed in being intelligent, 7.6% believed in having higher education levels while 5.1% believed in knowing how to get along with colleagues as major determinants of one's promotion to the next rank.

4.7.3 Facets related to career development

The respondents were provided with a number of facets related to their remuneration and were required to state their level of satisfaction with each facet.

4.7.3 Advancement and Promotion Based on Ability

The respondents were asked to rate their satisfaction with Opportunity for advancement and promotion based on ability at their place of work. The table below presents the respondents responses to the item.

Table 4.45 Advancement and Promotion Based on Ability

Opportunity for advancement and promotion based on ability		
	Frequency	Percent
Highly satisfied	5	7.6
Slightly satisfied	14	20.4
Neutral	10	14.6
Slightly dissatisfied	12	18.5
Highly dissatisfied	25	38.9
Total	66	100.0

Data obtained revealed that majority (38.9%) of the respondents were highly dissatisfied and 18.5% were slightly dissatisfied. However, 20.4% of the respondents were slightly satisfied and 7.6% highly satisfied with the Opportunity for advancement and promotion based on ability at their place of work and 14.6% were neutral about it.

4.7.3 Process of Identifying Employees for Promotion

The respondents were asked to rate their satisfaction with Process of identifying prison warders for promotion to a higher rank at their place of work. The table below presents the respondents responses to the item.

Table 4.46 Identifying Prison Warders for Promotion

Process of identifying prison warders for promotion to a higher rank		
	Frequency	Percent
Highly satisfied	2	3.2
Slightly satisfied	11	16.6
Neutral	5	7.6
Slightly dissatisfied	15	22.9
Highly dissatisfied	33	49.7
Total	66	100.0

Data obtained revealed that majority (49.7%) of the respondents were highly dissatisfied and 22.9% were slightly dissatisfied. However, 16.6% of the respondents were slightly satisfied and 3.2% highly satisfied with the Process of identifying prison warders for promotion to a higher rank at their place of work and 7.6% were neutral about it.

4.7.3 Opportunity for Further Training and Retraining

The respondents were asked to rate their satisfaction with Opportunity for further training and retraining at their place of work. The table below presents the respondents responses to the item.

Table 4.47 Training and Retraining

Opportunity for further training and retraining		
	Frequency	Percent
Highly satisfied	8	12.7
Slightly satisfied	16	24.2
Neutral	7	10.2
Slightly dissatisfied	9	13.4
Highly dissatisfied	26	39.5
Total	66	100.0

Data obtained revealed that majority (39.5%) of the respondents were highly dissatisfied and 13.4% were slightly dissatisfied. However, 24.2% of the respondents were slightly satisfied and 12.7% highly satisfied with the Opportunity for further training and retraining at their place of work and 10.2% were neutral about it.

4.7.3 Opportunity to Further Education

The respondents were asked to rate their satisfaction with Opportunity to further their Education at their place of work. The table below presents the respondents responses to the item.

Table 4.48 Opportunity to further Education

Opportunity to further their Education		
	Frequency	Percent
Highly satisfied	10	15.3
Slightly satisfied	20	29.9
Neutral	7	10.8
Slightly dissatisfied	10	15.3
Highly dissatisfied	19	28.7
Total	66	100.0

Data obtained revealed that majority (29.9%) of the respondents were slightly satisfied and 15.3% were highly satisfied. However, 28.7% of the respondents were highly dissatisfied and 15.3% slightly dissatisfied with the Opportunity to further their Education at their place of work and 10.8% were neutral about it.

4.7.3 Scheme of Service

The respondents were asked to rate their satisfaction with Implementation of the recently adopted scheme of service for the uniformed prison officers at their place of work. The table below presents the respondents responses to the item.

Table 4.49 Implementation of Scheme of Service

Implementation of the recently adopted scheme of service for the uniformed prison officers		
	Frequency	Percent
Highly satisfied	10	15.3
Slightly satisfied	10	15.9
Neutral	12	17.2
Slightly dissatisfied	8	12.7
Highly dissatisfied	26	38.9
Total	66	100.0

Data obtained revealed that majority (38.9%) of the respondents were highly dissatisfied and 12.7% were slightly dissatisfied. However, 15.9% of the respondents were slightly satisfied and 15.3% highly satisfied with the Implementation of the recently adopted scheme of service for the uniformed prison officers at their place of work and 17.2% were neutral about it.

4.7.3 Promotion of Newly Recruited Employees

The respondents were asked to rate their satisfaction with the Promotion of newly recruited prison officers at their place of work. The table below presents the respondents responses to the item.

Table 4.50 Promotion of newly recruited prison officers

Promotion of newly recruited prison officers		
	Frequency	Percent
Highly satisfied	3	3.8
Slightly satisfied	14	21.0
Neutral	5	8.3
Slightly dissatisfied	17	25.5
Highly dissatisfied	27	41.4
Total	66	100.0

Data obtained revealed that majority (41.4%) of the respondents were highly dissatisfied and 25.5% were slightly dissatisfied. However, 21% of the respondents were slightly satisfied and 3.8% highly satisfied with the Promotion of newly recruited prison officers at their place of work and 8.3% were neutral about it.

4.7.4 Content Analysis

The respondents were asked to mention factors they considered to influence job satisfaction of prison officer at Meru G.K Prison. Majority of the respondents mentioned:-Housing provided. Salary and allowances, promotions to the next rank, relationships between junior prison officers and senior prison officers and low warders to inmate ratio.

Procedures employed during transfers of prison officers from one working station to another. Means of transport especially during escorts of prisoners and the way search was being conducted to prison warders on entry into the prison.

However some respondents also mentioned the issue of some officers being placed at permanent posts (key post) and lack of lunch for prison officers on escort duties of prisoners yet the prisoners were being provided with lunch.

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, discussions, conclusions and recommendations for further research based on the investigation carried out to investigate the influence of organization reforms on employee job satisfaction and specifically covering prison officers in Meru G.K Prison.

5.2 Summary of the Findings

According to the findings of the study majority of the respondents indicated that their work was not fascinating with some indicated that their work was fascinating while others could not describe their job as either fascinating or not. Majority of the respondents described their work as challenging, some described their work not to be challenging while others of the population could not make a decision as to whether or not their work was challenging. Majority of the respondents indicated that they were highly dissatisfied. The respondents were asked to give suggestions on what management should do to improve the working conditions of prison warders at their place of work. Majority of the respondents highlighted that management should endeavour to:-Construct more houses to accommodate the high number of officers that have been employed resulting to congestion among the prison officers. Construct new and modern watch towers that are free from cold as officers suffer from cold during the night.

Majority of the respondents indicated that remuneration highly influences their job satisfaction and other respondents indicated that they could not describe their remuneration as being high. Majority of the respondents described their remuneration as not being adequate for their basic needs while other respondents described it as being adequate for their basic needs. The respondents were asked to give suggestions on what should be done to improve the remuneration of prison officers in Kenya to enhance their job satisfaction. Majority of the respondents highlighted that:-The government should review salaries and allowances regularly to match the inflation rates. Majority of the respondents mentioned especially the amounts they received as medical allowance and housing supplementation as meagre and they had not been reviewed in the recent past. Majority of the respondents described their leaders as not being trustworthy while other respondents described them as being trustworthy. However, some respondents could not describe their leaders as either trustworthy or not. Majority of the respondents described their

leaders as being knowledgeable. Majority of the respondents described their leaders as not being democratic while other respondents described them as being democratic.

The respondents were asked to give suggestions on what should be done to improve the leadership styles of their leaders in order to enhance job satisfaction. Majority of the respondents highlighted that:-There should be vetting of leaders before they are appointed to be the heads of the various posts such as that of officers in charge of a station, deputy officer in charge and section heads. Majority of the respondents indicated that this would result to having leaders who are more efficient and effective.

Majority of the respondents described their opportunities for career development not to have clear promotion policy for prison officers while other respondents described their opportunities for career development to have clear promotion policy for prison officers. However, some of the respondents could not describe their opportunities for career development as having clear promotion policy for prison officers or not. Majority of the respondents described their opportunities for career development in their place of work as that which gave them an opportunity to further their education while other respondents described their opportunities for career in their place of work as that which did not give them an opportunity to further their education.

5.3 Discussion of the Findings

The study identified a number of key reforms which were directly related to warders' job satisfaction and dissatisfaction. They included reforms in working conditions, remuneration, leadership styles and career development. The discussion of the findings of the study is centred on the major research questions directing the study.

Herzberg (1968) asserts that if working conditions are not conducive, hardworking employees who can find jobs elsewhere leave, while mediocre employees would stay and compromise practices success.

Nyachae (2008) revealed that majority of prison warders were willing to leave their job due to poor working conditions and inadequate terms of service. He particularly indicated that 65% of prison warders were highly dissatisfied with the ratio of inmates to warders. However, according to Home affairs news report (2009) the much envisaged prison reforms as recommended by Madoka (2008) were dedicated to improving the working conditions of prison warders through decongesting the prisons, better housing for prison warders and adequate supply of uniforms to the officers.

During the study, the respondents were asked to think of their present work and describe how it was like most of the time. Majority of the warders described their work as not fascinating, frustrating, routine and monotonous hence an indication of a dissatisfied lot of employees in their work. However majority of the warders ascertained that their work gave them a sense of accomplishment.

Secondly, the officers were also provided with a number of facets related to their working conditions and they were asked to rate their level of satisfaction with their working conditions in relation to the facets. Majority of the prison warders were highly dissatisfied with the manner in which search was conducted to prison warders on entry into the prison, the housing they were provided with, the number of inmates they were assigned to handle, weekend duties they were required to perform, sanitation standards at their place of work and the internal complaints mechanism at their place of work as evidenced in tables 4.12, 4.14, 4.15, 4.16, 4.17 and 4.18. However, majority were satisfied with the supply of uniforms at their place of work as depicted in table 4.11.

From the data collected and analyzed in regard to this research question, it was established that prison warders were still dissatisfied with their working conditions with regard to housing, number of inmates, sanitation standards, weekend duties and internal complaints mechanism despite the much envisaged prison reforms. However, prison warders were satisfied with the supply of uniforms by the government stores. Despite the fact that majority of prison warders were still dissatisfied with their working conditions, it was established that prison reforms have actually influenced warders job satisfaction positively in that with regard to a study conducted by Nyachae Jared (2008) 65% of them were highly dissatisfied with the ratio of inmates to warders but this study established that only 40.8% of the warders were still highly dissatisfied as indicated in table 4.16.

In addition, Kiai (2006) established that most prison officers lacked adequate supply of uniforms; many wore visibly tattered and patched clothes and worn out shoes that elicited criticism and dissatisfaction from the warders themselves and the public. However with the much envisaged prison reforms, this study has established that majority of the prison warders were satisfied with the supply of uniforms as indicated in table 4.12.

Dirks and Ferrin (2002) asserts that, trust in leadership is a key aspect of effective leadership that reflects employees' evaluation of their leaders' knowledge, integrity and benevolence. According to Kiai (2006), for many years the management culture in prisons was characterised by

authoritarianism, high level corruption, nepotism, cronyism and lack of result-oriented planning. However, according to Madoka (2008), the situation has apparently improved with all stations and service commanders placed under performance-based contracts similar to those in other sectors in the public service. It is against this background that the researcher sought to investigate the influence of reforms on employee job satisfaction among prison officer in Meru G.K Prison. During the study the respondents were provided with phrases from which they were required to describe the leadership in their place of work. From the study, majority of the respondents described their leaders as being knowledgeable as depicted in table 4.32. However, majority of them described their leaders as not being trustworthy, of high integrity, benevolent, democratic, and not being objective and impartial in decision making as depicted from tables 4.31, 4.33, 4.34, 4.35 and 4.36.

Finally, the respondents were also provided with a number of facets related to leadership in their work place and they were required to rate their level of job satisfaction in relation to the facets. The respondents were required to rate their level of job satisfaction in relation to the way organizational goals and objectives were communicated to them, the way they were involved in decision making process at their work place, the fairness accorded to subordinates by their leaders at their work place, management support for their efforts to improve on their weaknesses and the recognition they received from their supervisors.

From the study, it was established that the respondents elicited bi-modal responses to all the facets as evidenced in tables 4.36, 4.37, 4.38, 4.39 and 4.40 where some of the respondents were satisfied with each of the facet provided and some were dissatisfied with them. These bi-modal responses were attributed to the fact that within the institution there were two distinct sections (discipline and technical/industry). Each of the section has its own specific staff deployed to work in the respective sections under their own leadership despite the fact that the institution has an overall officer in charge.

Taylor F.W (1991) opines that people feel highly motivated when given monetary incentives and that an employee may lower productivity when he realizes that he is not being well compensated. From the literature review it was established that prison warders were held in lower regard than other people who work in the public service, usually reflected in the pay of prison staff which in many countries was very low (Coyle, 2002). Kamugi J W (2005) noted that in Kenya, prison officers fell in the category of some of the lowly paid government employees and this was

Nyachae Jared (2008) echoed the same sentiments and indicated that majority of prison warders were dissatisfied with their job and one of the issue they attributed to their dissatisfaction was that their salary was not equitable with what their colleagues in other forces were earning.

However, the literature review established that there have been changes in the remuneration system of prison warders since 2003 where basic salary of a prison warder has been raised from a low of Ksh. 4,000 in 2001 to a maximum of Ksh. 26,920 in the year 2010 despite the proposal by the prison officers to have their salary raised to a minimum of kshs.30, 000 and a maximum of Kshs.60, 000 per month. It was also established that prison warders had also started to receive allowances such as risk allowance as a commitment by the government to ensure that the warders were adequately compensated. It was against this background that the researcher sought to investigate the effect of reforms in the remuneration on job satisfaction of prison officers.

On a scale of 1-3, respondents were asked to rate the influence of remuneration on their job satisfaction. Majority of the respondents indicated that remuneration highly influences their job satisfaction while some indicated that it slightly influenced their job satisfaction. They were then asked to think of their remuneration and describe it. Majority of the respondents did not describe their pay to be high, adequate for their basic needs, one that was reviewed regularly and as one that was consistent and equitable. It was therefore the feeling of the respondents that their pay was low, inadequate for their basic needs, inconsistent and inequitable system of reward that was not reviewed regularly as depicted in tables 4.21, 4.22, 4.23 and 4.24.

Finally the respondents were provided with a number of facets related to the remuneration and they were required to indicate their level of satisfaction with each of the facets. Majority of the respondents indicated that they were highly dissatisfied with the housing allowance/supplementation, Medical allowance, risk allowance, pay they received compared to what other employees in the civil society got and the basic salary they received as depicted in tables 4.25, 4.26 and 4.27 respectively.

From these findings it was established that the much envisaged prison reforms in remuneration of prison warders in Kenya have not had much effect on the job satisfaction of the warders since they were still highly dissatisfied with their remuneration. However, with the officers being allowed to open bank accounts and their salaries processed through their respective banks, it was established that majority of the respondents were highly satisfied with the promptness with which salary was being paid as indicated in the table 4.28.

According to Smith and Hayton (1999), no matter how automated an organization may be, high

literature review it was established that lack of promotional opportunities in the prison service was a bottleneck and led to warders' dissatisfaction with their job. Madoka (2008) observed that though the guidelines for promotion are very clear and the procedure straight forward in Kenya Prisons service standing orders, the process was abused and manipulated by those in power to shocking levels. However, with the finalization and implementation of the scheme of service for uniformed prison personnel, the researcher sought to establish how these reforms had influenced job satisfaction of prison officers in Meru G.K Prison.

During the study the respondents were provided with phrases from which they were required to describe opportunities for career development in their work place. From the study majority of the respondents indicated that there was no clear promotion and training policies for prison officers as depicted in tables 4.41 and 4.42 respectively. This clearly indicated that the recently finalized scheme of service for prison officers was either not in operation or the prison warders were not familiar with it. However majority of the respondents described that prison warders were being given an opportunity to further their education.

Secondly, the respondents were provided with a number of phrases as in table 4.41 from which in their own opinion they were required to indicate what it took for one to be promoted to the next rank. Majority of the respondents indicated that having the right contacts to give them a push was a major determinant for their promotion to the next rank.

Finally, prison warders were also provided with a number of facets related to career development in their work place and they were required to rate their level of job satisfaction in relation to the facets. Majority of the respondents indicated that they were dissatisfied with opportunity for advancement and promotion based on ability, process of identifying prison warders for promotion to a higher rank, opportunity for further training and retraining, implementation of the recently adopted scheme of service for the uniformed prison officers and with the promotion of the newly recruited prison officers as indicated in tables 4.45, 4.46, 4.47, 4.49 and 4.50. However, majority of the respondents were satisfied with opportunity to further their education at their place of work as depicted fro table 4.48.

5.4 Conclusion

From the literature review it was established that the prison service was undergoing reforms aimed at improving the welfare of both the inmate and the prison officers. The study therefore sought to establish the influence of institutional reforms on job satisfaction among prison officers in Meru G.K Prison and the following conclusions were drawn from the findings of the study.

supply of uniforms to prison warders that has resulted to improvement in the job satisfaction among them. However, despite the much envisaged reforms in the working conditions of prison officers in Kenya, prison officers are still highly dissatisfied with the housing conditions, number of inmates they are required to handle, the hours they are required to work per day, the manner in which search was being conducted to prison officer on entry into the institution and with the internal complaints mechanism.

5.5 Recommendations

- i. The management of Kenya prison service should endeavour to improve the housing conditions of the prison warders by either building enough houses to accommodate each and every officer comfortably or even providing those officers who cannot be accommodated in the government houses with a house allowance and allow them to rent houses in the nearby estates.
- ii. The management should keep up the good spirit of providing the officers with adequate uniforms in order to enhance their job satisfaction.
- iii. The management of Kenya prison service should endeavour to maximise the contributions of each employee through job rotation, job enlargement, autonomous work teams, leadership models and use of quality circles as means of improving job satisfaction among prison officers in Kenya.

5.6 Suggestions on further research

- i. Similar study can be carried out in other prisons (Naivasha, Nyeri and Kodiaga among others) to ascertain whether same findings apply.
- ii. A comparative study to establish on the levels of satisfaction between junior and senior prison officers in order to determine whether the two cadres share a common challenges.
- iii. Similar study can be done to establish the effect of prison reforms on job satisfaction among senior prison officers.

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APPENDIX I: INTRODUCTION LETTER

Edward Mbogo Njeru
P.o Box 233-60200
Meru

Dear Respondent,

RE: PERMISSION TO COLLECT DATA

The researcher Mr.Edward Mbogo Njeru is a student of the University of Nairobi pursuing a Masters of Art degree Project Planning and Management. The study is on the influence of institutional reforms on employee job satisfaction a case of Meru G.K Prison.

Please assist in collecting data for the purpose of improving job satisfaction among prison officers in Kenya. The information you give will be treated with strict confidence and will not be used for any other purpose except for the purpose of this research study.

Yours Faithfully

Edward M Njeru.

APPENDIX II: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA

By means of a tick (✓) kindly indicate an option that best describes:

1. Your gender

a. Male ()

b. Female ()

2. Your age:-

a. Below 25 years ()

b. 25-30 years ()

c. 31-35 years ()

d. 36-40 years ()

e. 41-45 years ()

f. 46-50 years ()

g. Over 51 ()

3. Your level of education:-

a. Primary education ()

b. Secondary education (O level) ()

c. Diploma ()

d. Degree ()

e. Masters & Above ()

4. Years you have served in the service:-

a. Below 5 years ()

b. 5-10 years ()

c. 11-15 years ()

d. 16-20 years ()

e. Above 21 years ()

5. How would you rate your job satisfaction in your place of work?

a) Highly satisfied ()

b) Slightly satisfied ()

c) Neutral ()

d) Slightly dissatisfied ()

e) Highly dissatisfied ()

SECTION B: WORKING CONDITIONS

1. Think of your present work, what is it like most of the time? In each word/phrase given below circle the number that best describes your response.

Circle: 1 if it describes your work

2 if it does not describe your work

3 if you cannot decide

a. Fascinating	1	2	3
b. Routine and monotonous	1	2	3
c. Challenging	1	2	3
d. Frustrating	1	2	3
e. Gives a sense of accomplishment	1	2	3

2. The following is a list of facet (factors) related to your work and working conditions. Read each facet item carefully then using a tick (✓) mark the column that best represents your feelings

Facets (factors)	Your feelings				
	Highly satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Highly dissatisfied
a. The supply of uniforms					
b. The manner in which search is conducted to prison warders on entry into the prison					
c. The hours you work per day					
d. The housing you are provided with					
e. The number of inmates you are assigned to handle					
f. The weekend duties					
g. The sanitation standards in your place of work					
h. Internal complaint mechanism					

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1. Think of your present work, what is it like most of the time? In each word/phrase given below circle the number that best describes your response.

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b. The manner in which search is conducted to prison warders on entry into the prison					
c. The hours you work per day					
d. The housing you are provided with					
e. The number of inmates you are assigned to handle					
f. The weekend duties					
g. The sanitation standards in your place of work					
h. Internal complaint mechanism					

4. The following is a list of facet (factors) related to your remuneration. Read each facet carefully then using a tick (✓) mark the column that best represents your feelings

Your feelings Facets (factors)	Highly satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Highly dissatisfied
a. The housing allowance/supplementation you get					
b. The medical allowance paid to you					
c. The risk allowance paid to you					
d. The promptness with which your salary is paid					
e. The pay you receive compared to what other employees in the civil society get					
f. The basic salary you receive					
g. Fringe benefits you receive					

SECTION D: LEADERSHIP STYLES

1. Think of your present work and the kind of leadership that you get on your job, In each word/phrase given below circle the number that best describes the leadership styles in your place of work.

Circle: 1. if it describes leadership in your place of work

2. if it does not describe leadership in your place of work

3. if you cannot decide

a. Leaders are trustworthy	1	2	3
b. Leaders are knowledgeable	1	2	3
c. Leaders are of high integrity	1	2	3
d. Leaders are benevolent	1	2	3
e. Leaders are democratic	1	2	3
f. The leaders are objective and impartial in decision making	1	2	3
g. Involvement	1	2	3

3. Give two suggestions on what should be done to improve leadership styles of your leaders in order to enhance job satisfaction

i.

ii.

SECTION E: CAREER DEVELOPMENT

1. Think of your present work and the opportunities for career development present in your place of work, in each word/phrase given below circle the number that best describes the career development opportunities in your place of work.

Circle 1 if it describes career development opportunities in your place of work

2 if it does not describe career development opportunities in your place of work

3 if you cannot decide

a. There is a clear promotion policy for prison officers	1	2
	3	
b. There is a clear training policy for prison officers	1	2
	3	
c. Prison warders are given an opportunity to further their education	1	2
	3	

2. In your own opinion what does it take for one to move ahead to the next rank?

Please put a tick in the box against the response you feel is most important.

- a. To be intelligent ()
- b. To have higher education ()
- c. To have served long in the profession ()
- d. To be efficient in ones job ()
- e. To know how to get along with colleagues ()
- f. To have the "right contacts" who can give you a push ()

3. The following is a list of facet (factors) related to career development in your place of work. Read each facet carefully then using a tick (✓) mark the column that best represents your feelings

Your feelings Facets (factors)	Highly satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Highly dissatisfied
a. Opportunity for advancement and promotion based on your ability.					
b. The process of identifying prison warders for promotion to a higher rank					
c. Opportunity for further training and retraining					
d. Opportunity to further your education					
e. The implementation of the recently adopted scheme of service for the uniformed prison officers					
f. Promotion of newly recruited prison officers					

Thank you for your cooperation