

EFFECTS OF REWARD SYSTEM ON EMPLOYEES PERFORMANCE

A CASE OF KENYA PIPELINE COMPANY- KISUMU DEPOT

BY

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**A Research project submitted in partial fulfillment of the requirements for
the award of Post Graduate Diploma in Human Resource Management
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DECLARATION

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

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DEDICATION

I dedicate this research project first to my parents Elizabeth Atieno Koga and Joseph Ouma Rasowo. Their guidance and upbringing made me know the value of education. They have remained my main source of inspiration and reflection.

ABSTRACT

Employer-Employee relations are concerned with managing and maintaining the employment relationship which involves handling the pay-work bargain, dealing with employment practices, terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees. They consist of the approaches and methods adopted by employers to deal with employees either collectively through trade unions or individually (Armstrong, M: 2009) The objectives of this study are to determine the influence of employer-employee relations on job satisfaction, to establish the effect of rewards on the job satisfaction of the employees, to establish the impact of maintenance of employees on the job satisfaction and to determine the impact of communication to employees on job satisfaction. The purpose of this study is to establish the influence of employer-employee relations on job satisfaction in an organization with special reference to Kenya pipeline company. This was achieved with the aid of the following objectives: To examine the influence of reward and benefits on job satisfaction, to establish the impact of maintenance on the job satisfaction, to determine the impact of communication between the employer and employees on job satisfaction and to determine the effect of grievance handling on job satisfaction. The study used the case study design that

involved in-depth investigation of the phenomenon under study. The study targeted a population of 823 employees, comprising the supervisory, confidential and the unionisable cadres. The population was stratified departmentally with each department made of 10% participants per each category. The study used simple random sampling. Closed-ended questionnaire was used to collect data from the field since the method is easy to analyze it is immediate usable form , economical reliable, affordable and easy to administer. The study is organized into five main chapters .The first chapter highlights the introduction, the second chapter presents the literature on the influence of employer-employee relations on job satisfaction ,the third chapter describes the target population,reasearch design, sample selection and size, research instruments ,validity and reliability. The fourth chapter presents the data analysis, interpretation, presentation and discussions and the fifth chapter presents the summary of findings, conclusions and recommendations. Data was analyzed using descriptive statistics to allow for cross-comparison and according to the objectives of the study and the mean gave the most popular results. The questionnaires were subsequently sorted, coded, categorized and finally tabulated. Data was presented using tables and pie charts. The findings of the study revealed the relationship between the employers and employees and their job satisfaction. Based on the study findings, the researcher recommended the way forward in improving the relationship between the management and the employees and their level of satisfaction. The study concluded that the employees were poorly remunerated, that they were satisfied to some extent with services such as housing, health ,security and sanitation, that the managements' provision of the personal protective equipment indicated that it was concerned of the employees welfare, that ventilation ,lighting and working space was good and frequent managements' meeting with employees denoted that the employees were given a chance to air their concerns to the management. The study also came up with contribution to the body of knowledge and also suggestions for further research which included the influence of Kenya Union Sugarcane Planters and Allied Workers recognition by management on job satisfaction and, the influence of training and development of employees on job satisfaction.

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LIST OF ABBRVIATIONS

CBA:	Collective Bargaining Agreement
COTU:	Central Organization of Trade Unions
CSC:	Kenya pipeline company
NLRA:	National Labour Relations Act
OSHA:	Occupational Safety and Health Act
PPE:	Personal Protective Equipment

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Employee satisfaction can be looked at as the extent of positive feeling or attitude that an individual has towards their job. When a person says they have a high job satisfaction, it means they like the job, feel good about it and value the job highly. Employee satisfaction is critical to the long-term health and success of an organization. The Standard (26th March, 2010).Managers agree that retaining the best employees ensures customer satisfaction, increased sales, satisfied workforce, and succession planning and cultivating a culture of learning. Management thinkers from Ferdinand Founies to Marcus Buckingham and Curt Coffman argue that a satisfied employee knows clearly what is expected of them everyday at work.

Changing workplace expectations robs employees a sense of internal security and makes them feel unsuccessful and dissatisfied. Research shows that losing employees costs an organization its critical resources that can be utilized in the implementation of policies and realization of strategic missions and objectives. Also, the ability of an employee to speak their mind freely within the organization also contributes to workplace satisfaction. The Standard (26th March, 2010). In his X and Y Theories of Human Motivation, Douglas McGregor states that the management views the employees in different perspectives. For example, in Theory X, the management assumes employees are inherently lazy and will avoid work if they can. Because of this, workers need to be closely supervised and comprehensive systems of

controls developed. According to this theory, employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can. On the other hand, in Theory Y, the management assumes employees may be ambitious, self-motivated, anxious to accept greater responsibility, and exercise self-control, self-direction, autonomy and empowerment

When employers start business or open a branch of an existing business, they require employees to produce, administer, organize, publicize, sell transport, maintain, repair and do other things the employer may require them to do. They advertise job openings, conduct interviews and hire individuals based on qualifications, requirements and wages. They usually provide training to newly-hired employees and make them aware of the company's policies, rules and goals. They assign tasks according to the job positions and employee profiles, and may offer vacations, health insurance coverage, workers compensation and other benefits. (www.mypersonnel.com)

But one day, sooner or later, the employer may serve the employee with the dreaded termination letter and terminate their employment without any valid reason or cause. Also, from the beginning of the employment to the end, the employee may have been treated unlawfully, discriminated, harassed, denied his or her due wages or benefits, made to work in unsafe conditions, or wrongly terminated. (*ibid*), (www.mypersonnel.com)

Years ago, the relationship between employer and employee was governed by assumption that employers were like kings and were free to offer any terms of employment and treat their employees in any way they dictated, and the employees were free to either

accept or reject those terms i.e. take it or leave it ,(Opcit,www.mypersonnelfile.com.)There were few laws and protection available to employees that would safeguard their interests at times of manipulation, shabby treatment, defamation, discrepancies, retaliation, and unfair practices.

Employees did not have a platform to voice their protests. Initially, it was the unions that protested employers' unfair practices and demanded that the employee be provided rights. In the 1930's the federal government enacted the National Labour Relations Act (NLRA) which called for wages and safe workplaces. The NLRA set off a deluge of new laws governing the workplace. With the civil rights movement of the 1960's, the federal government, followed by many state governments, began to enact laws prohibiting discrimination against women and minority group members barring discrimination against older employees.

In 1970, the federal government enacted the Occupational Safety and Health Act (OSHA), setting minimum workplace safety standards. By 1990, Congress had enacted laws prohibiting discrimination against disabled workers, and requiring employers to reasonably accommodate such workers if the accommodation did not cause undue hardship in the employer.

Today, employees and job applicants are protected by various federal state laws. Many state courts have recognized additional employee rights that have not been set out in written statutes, but instead are part of common law, based solely upon court rulings. Employers no longer have the right to treat their employees anyway they desire. Employees have the right to protest, make claims, file litigation, and seek damages, if they believe they have been

mistreated at any stage of employment relationship. (ibid). The industrial relations system is regulated by the process of Collective Bargaining, defined by Flanders (1970) as a social process that “continually turns disagreements into agreements in an orderly fashion”.

On the strength of the above statement, another important activity that the unions are involved in is the collective bargaining. All over the world, most trade unions devote most of their resources in it because through it , they defend and seek to improve their members’ terms and conditions of employment, they raise wages, shorten hours of work and make working conditions safe, healthier and better. The benefits of good industrial relations are therefore obvious but the most important among them are: high morale, low labour turnover, reduced rate of absenteeism, minimum level of grievances and disciplinary cases. All these mean continued productivity at a increasing rate and increased level of job security, Nzuve (2007).The essential idea in sound system of industrial relations is that the strike and lock-out weapons are used as a supremely regrettable last resort.

1.2 Statement of the problem

In the recent past, hardly a week passes without a threat of industrial action by employees in one corner of the globe. An industrial dispute is caused by revolting employees who disturb industrial peace and harmony. Industrial disputes generally arise due to tensions between labour or the representatives of the employees and the management and gives rise to more issues. This may cause employees not to do their work, and affecting the quality and quantity of production. Continuous strikes, sit-ins and lock-outs disrupt the productivity in the

organization leading to low revenue which in turn results to low profits, bonuses among others.

As it is the objective of every organization to make profits, it is important to establish the influence of employee-employer relations at work place because poor relations between employer and employees can have a negative impact in the organization. For example, there could be unrests and unnecessary tensions which would engulf the hearts and minds of the employers and employees instead of putting all the efforts in achieving organizational goals. Industrial disharmony between employers and employees could result to economic loss and economic depression.

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. They cannot succeed without their employees' efforts and commitment. But many organizations put first the profit and forget the employees who are the main contributors to the company's profits. The management of these companies tends to treat employees like machines. They do not know that employees need to be communicated to in a particular manner, develop trust and mutual relationship and even provide them with personal protective equipment at work place. Hence, it is against this the study sought to establish ways in which employers and employees can co-exist harmoniously and attain the organizational objectives. The key areas that determine this relationship are communication, maintenance of employees and reward of employees. The success of the organization will depend on how the employer communicates with his or her employees, how he or she

provides for essential services to them for example housing and how he or she remunerates his or her employees.

Therefore it is imperative that the management at all levels within the organization improve on the relationship between them and the employees. This can be established whether there are fair attitudes towards redressing employees' grievances ,whether there are fair attitudes of supervisors towards employees , if the management is adopting a policy, which ensures the employee an equitable share of the gains of increased productivity, if the management is paying fair salaries and adequate structures as well as establishing satisfactory working conditions and whether there are adequate communication channels between management and employees in order to keep the employees informed about decisions which affect their work and interests and whether there is an atmosphere of participation through: employee involvement program, participative management, representative participation, works councils, board representative and quality circles.

1.3 Purpose of the study

The purpose of this study was to evaluate the influence of effective employee relations on job satisfaction at Kenya pipeline company Limited. The study also established the value-added outcomes that can result from good employee relations which include improved morale and commitment, fewer grievances, productivity increases and better control of labour costs.

1.4 Objectives of the Study

The study had the following objectives:

1. To determine the influence of employer-employee relations on job satisfaction in Kenya pipeline company.
2. To establish the influence of rewards on the job satisfaction of employees in Kenya pipeline company.
3. To establish the impact of maintenance of employees on the job satisfaction in Kenya pipeline company.
4. To determine the impact of communication between employer and employees on job satisfaction in Kenya pipeline company.

1.5 Research questions

To achieve the above objectives, answers to the following research questions were sought in the study:

1. Does employer-employee relations have influence on job satisfaction in Kenya pipeline company?
2. To what extent do rewards influence employees' job satisfaction in Kenya pipeline company?
3. How does maintenance of employer-employee relations influence job satisfaction on employees of Kenya pipeline company?
4. To what extent does communication influence employees' job satisfaction in Kenya pipeline company?

1.6 Significance of the study

It is hoped that the study will assist employees to be aware of their rights and be able to understand how to improve their performance to boost their pay. The study came up with findings that will add knowledge in improving decision-making process as far as maintenance of employees, rewards and grievance handling are concerned.

1.7 Limitations of the study

Accessibility to all records necessary for the research was be a limiting factor. By use of questionnaires to collect data, the researcher was compelled to assist those respondents who would not read and understand questions asked in the questionnaires on their own hence consumption of more time in data collection.

1.8 Delimitations of the study

The study was be conducted within the researcher's working environment and this gave the respondents confidence to answer the researcher objectively and freely. The sample was drawn from the managerial and non-managerial employees who are mainly affected by the trade unions activities and also form a sizeable fraction of employees.

1.9 Basic assumptions of the study

The study was based the following assumptions: That the respondents would always be accessed; that the respondents would be candid and willing to respond to the questionnaires instantly; that data collected would be true and not altered.

1.10 Definitions of Significant terms

Employee: “employee” means a person employed for wages or a salary and includes an apprentice and indentured learner;

Employer: “employer” means any person, public body, firm, corporation or company who or which has entered into a contract of service to employ any individual and includes the agent, foreman, manager or factor of such person, public body, firm, corporation or company;

Job Satisfaction: Refers to an individual’s general attitude towards his or her job. The happier people are within their job, the more satisfied they are said to be.

Relations: A logical or natural association between two or more things, relevance of one to another, connection.

1.11 Organization of the study

The study has been organized into five main chapters. Chapter one highlights the introduction. Chapter two presents the reviews of the related literature on the effects of employer-employee relations on the job satisfaction. The third chapter describes the target population, research design, sample selection, and sample size, research instruments, validity and reliability of instruments and data collection procedures while chapter four presents the research findings. Chapter five of the study gives the summary of the findings, conclusions, recommendations, contribution to the body of knowledge and the suggestions

for further studies. This is followed by a list of chronologically organized reference materials utilized in the study and attached appendices.

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 Introduction

The chapter discusses the literature related to the effects of employee relations on job satisfaction in an organization. It mainly focuses on employer-employee relations rewards, maintenance and communication. They are considered the main factors of the study. In each of the afore-mentioned factors, the review proceeds from the global to the local level. It is divided into theoretical, empirical and analytical sections.

2.2 Employer-Employee Relations

The relationship between employer and employee is a central one in the world of business. While an important relationship, it is often a source of tension for the workplace.

Employers are seemingly in constant mistrust of workers, while workers often look upon their bosses as “less competent”, Borowski P.J. (1998)

The Employer-Employee relation is a mutually beneficial relationship, but also a delicate one. Labour laws are enacted to protect employees from individuals or corporations from taking advantage of them. The main areas that the management often takes advantage of the employees include; hours of work, overtime pay, benefit, working condition upto and including labour relations problems from collective bargaining to employment discrimination and wrongful termination. On the other hand, labour laws to an employer grants equal protection from inept, negligent and even ill-intentioned employees. Sound employee relations are based on effective mechanisms for communication and participation, a safe and effective work environment and commitment and motivation of all staff.

Employees’ perception of the existence of a covenantal relationship between themselves and their employer indicates that they believe there is a mutual commitment to shared values and the welfare of the other party in the relationship. Schubert. E et al (2002)

One of the essential ethical issues in the employment relationship is the loss of employee voice. Many of the ways employees have previously exercised voice in employment relationships have been rendered less effective by: The changing nature of work, employer preferences for flexibility that often work to the disadvantage of the employees and changes in public policy and institutional systems that have failed to protect workers. Van Buren H.J. (2008)

A company that is interested in growth and profits must establish relationships with employees based on trust. Improvement of the employer-employee relationship is important to both parties for several reasons.

First, employee productivity increases when employers treat their employees with respect. Mc Gregor (1960). Second, employees may find that ethical behaviour in their part actually results in higher compensation. Employees who perform their jobs conscientiously and diligently are frequently rewarded with higher wages. Third, even if there is no material gain, ethically appropriate behaviour provides an intrinsic sense of self satisfaction. Bhide (1990) . Therefore it is advantageous for every organization to maintain high ethical standards and thereby foster trust between a company and its employees.

2.2.1 Grievance Handling at Workplace

According to Nzuve (2007), grievance is a work-related complaint. It is any discontent or dissatisfaction expressed openly or otherwise by a worker or a group of workers. It can be valid or not valid and it can arise of anything connected with management that a worker or workers think, believe, feel or imagine to be unfair. It can grow out of bad relationship between workers and their supervisors especially when workers feel that they are not being treated fairly.

Grievance emanate from problems associated with human nature and personal characteristics of workers, shop stewards and supervisors. Complaints are usually made by workers. Management grievances are very rare. Workers grievances are commonly based on

alleged violation of an existing right or an alleged unfair treatment of workers by management (ibid).

There are many causes of grievances, however, the general common causes include: communication breakdown, clashes over values, hostile management, disagreement over wages and fringe benefits, workers distrust of authority and external forces like rapid changes in technology or economic conditions affecting the standard of living.

In order to prevent grievances from turning into open confrontation and dissatisfaction, management should be alert to potential problems which workers may have. When problems are left unsettled, they can turn into grievances. The following situations may be signs of potential grievance : Decreased interest in work, negative statements about the job, colleagues ,supervisors and the organization, unwillingness to co-operate, increased absenteeism, poor job performance, slowing down of the job and being away from the assigned piece of work for not apparent reason.

It may not be possible to eliminate grievances altogether , but one can minimize them by treating all workers as individuals and with dignity, recognizing good performers, identifying and promptly eliminating sources of irritation to workers, training workers on how to perform better in their respective jobs, seeing issues from workers point of view, giving clear orders and explaining directions, knowing the labour contract and applying it and being objective ,fair and consistent in disciplinary actions.

2.2.2 Conflict Resolution at Workplace

Conflict is an inevitable aspect of life. If the process of conflict resolution is viewed as an opportunity for growth and change in work environment, the potential for a positive outcome is great. Kemp-Longmore(2006) A major reason for conflict in organizations is that people do not understand their assignments and those of their co-workers. No matter how well conceived an organization structure may be, people must understand it to make it work. Wehrich et al (2008)

Conflict also arises when there is change, because it may be seen as a threat to challenged or resisted, or when there is frustration. This may produce an aggressive reaction, fight rather than flight. Conflict is not to be deplored, it is inevitable result of progress and change and should be used constructively, Armstrong (2006). It is par of an organizational life and may occur within the individual, between the individual and the group, and between groups, Morton (2006)

Kemp-Longmore(2006) states that conflict is the drive for improved team performance and if managed well can lead to better decisions, more creative ideas, satisfaction and higher quality output from the team. On the other hand if managed badly, it can stop teamwork, cause dissatisfaction and hinder individuals from achieving their personal goals. There are many potential sources of conflict. Today's organizations are characterized by complex relationships and high degree of task interdependence, so friction can easily occur. Moreover, the goals of the parties are often incompatible, especially when the parties are competing for limited resources and have different values and perceptions on issues, Wehrich Heinz et al (2008)

The most widely used methods of resolving conflict are based on “game theory” where everyone is trying to achieve some kind of “payoff” or benefit , but the payoff may be different for different people and organizations(www.technology.co.uk).Getting your payoff is called a “win” and not getting your payoff is called a “lose”. Types of games include a competitive game which means that if you get your payoff, someone else has to loose and a cooperative game which means that for you to maximize your payoff, it is best for others to get their payoff as well.

An employer-employee collaboration or collaboration between team members is usually a cooperative game. To play a cooperative game, you need to find ways of working where you get your payoff and your partner gets their payoff. This is called a “win-win” position. For conflict resolution process to succeed, it is assumed that there should be a degree of goodwill and trust between the parties involved.

2.3 Communication between employer and employees

Communication at its most basic level involves three elements: the source, the message and the destination- and these three components are always present regardless of the size or sophistication of the system, Lucey T, (2005)

At every level of modern society, communication is a problem. One of the problems when applied to organizations has been failure to recognize that communication involves more than just linear information flows. It is dynamic, interpersonal process that involves behaviour exchanges. Luthans, Fred (2001). Communication serves as a linking process by which parts

of a system are tied together. It is also a managerial function because it represents a basic characteristic required by managers in performing their jobs, Massie J.L. (2006)

The day-to-day activities of managers place high value on effective interpersonal communication. Managers provide information (which must be understood), they give commands and instructions (which must be obeyed and learned), and they make efforts to influence and persuade (which must be acted on). Thus other way in which managers communicate , both as senders and receivers, is crucial for obtaining effective performance,Ivancevich,M J.(1990)

Massie J.L. (2006) identifies four types of communication in organizations as: Vertical communication which is either downward communication where the information flows from the superiors to the subordinates. The major purpose is to convey job-related information to employees at lower levels. It is characterized by high levels of exposures with low levels of feed back. The upward communication is the flow of information from subordinates to superiors. It is a form of feedback as to how employees feel or think about their superiors, the organization and themselves, horizontal communication, also known as lateral communication. It takes place among and between peers. Lateral communication is needed to achieve cooperation among group members and between work groups, informal communication: These are communication channels that are not included in the formal organization structure.

For it to be there, mutual trust must first develop and non-verbal communication: A very powerful means of communicating involves any activity not placed in words, neither orally

nor in writing. Everyone is conscious of the power of a smile, gesture or a fist as a means of communication. The cliché: "Action speaks louder than words" illustrate the importance of non-verbal communication. Massie J.L. (2006) continues to identify several problems associated with communication. This can be divided into three categories namely: the meaning that a message has to the receiver where a person may say one thing but the receiver may hear something different, even if the word sent and the word are the same.

Hence securing understanding of a message is affected by a number of factors such as: the similarity of past experiences of the sender and the receiver, the environment in which the communication takes place, the distinctions between facts and opinions, the degree of abstractness of the symbol used, the complexity of the phrases used. The other problem associated with communication is the effectiveness of the communication. Usually, the more direct the communication, the more effective it will be. In an organization, the number of levels through which a communication travels affects the action that is finally taken. Thus, the communication problem increases as the size of the firm increases. Of course, effectiveness of communication depends upon both efficient transmission of messages and understanding of their meanings.

Also, acceptance of the communication by the receiver is a psychological phenomenon depending on the needs and past experiences of receiver and the environment in which the communication takes place. In many instances, the employees and employers tend to hear what they want to hear and reject what they do not want to hear. A communication will be accepted if it does not seriously conflict with the receivers' goals. Usually, a person has a

broad “zone of acceptance” and will accept communications even without agreeing with the entire message. A person who feels a part of a well-developed working team will tend to accept any communications without consciously questioning them. (ibid)

An organizations’ policies and practice should be aimed at promoting channels of communication at all levels, identifying and expanding common areas of interest between all staff, anticipating and defusing conflict wherever possible, encouraging staff to articulate concerns and conflict and seek resolution of underlying issues and providing channels of conflict resolution and developing mutual trust in their reliability. It is therefore imperative that the organization should recognize the importance of open communication and joint consultation between management and staff. This will encourage the exchange of information, ideas and views about matters of mutual interest and concern through both formal and informal channels.

2.4 Rewards and Benefits to Employees

Organizations provide rewards to their personnel in order to try to motivate their performance and encourage their loyalty and retention. According to Luthans, Fred (2008), organizational rewards take a number of different forms including money (salary, bonuses, and incentive pay), recognition and benefits. Despite the tendency in the recent years to downgrade the importance of pay as an organizational reward, there is ample evidence that money can be positively reinforcing for most people, and, if the pay system is designed properly to fit the strategies, can have a positive impact on individual, team and organization

performance. (ibid).For example, many organizations use pay to motivate not just their upper level executives but everyone throughout the organization.

Moreover, these rewards may not always have to be immediately forthcoming. Many individuals will work extremely hard for rewards that may not be available for another 5 or 10 years (ibid). Additionally, every permanent employee receives benefits, even though they often seem to be unaware and not know the usually high monetary value of these benefits. In fact, benefits constitute a large percentage of most organizations expenses. (Ibid)

Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the design, implementation and maintenance of reward processes and practices that are geared to the improvement of organizational, team and individual performance. Armstrong, M. (2008).Effective reward management is based on a well-articulated philosophy – a set of beliefs and guiding principles that are consistent with the values of the organization and help to enact them.

Importantly, reward management adopts a “total reward” approach, which emphasizes the importance of considering all aspects reward as coherent whole. Each of the elements of total reward namely base pay, pay contingent on performance, competence or contribution, employee benefits and non- financial rewards , which include intrinsic rewards from the employment environment and the work itself, are linked together. A total reward approach is holistic; reliance is not placed on one or two reward mechanisms or levers operating in isolation.

Account is taken of all the ways in which people can be rewarded and obtain satisfaction through their work. The aim is to offer a value proposition and maximize the combined impact of a wide range of reward initiatives on motivation, commitment and job engagement. An equally wide definition of total reward is offered by WorldatWork (2000) as “all of the employers’ available tools that may be used to attract, retain, motivate and satisfy employees”

Paul Thompson(2002) suggests : “Definitions of total reward typically encompasses not only traditional, quantifiable elements like salary, variable pay and benefits, but also intangible non-cash elements such as scope to achieve and exercise responsibility, career opportunities, learning and development, the intrinsic motivation provided by work itself and the quality of working life provided by the organization. Duncan Brown and Michael Armstrong (1999) produced a model based on one originally developed by Duncan Brown at Towers Perrin. This distinguishes between transactional rewards, which are financial in nature and are essential to recruiting and retaining staff but can easily copied by competitors, and relational rewards , which are concerned with learning and development and the work experience and are essential to enhancing the value of transactional rewards.

In addition to money, forms of recognition to identify and reward outstanding performance can be vital, adds Luthans, Fred (2008). Both formal organizational recognition and social recognition are used systematically by supervisors and managers and is very important to their people and their day-to-day behaviours and performance effectiveness.

Recognition rewards can take many different forms, can be given in small or large amounts, and in many instances are controllable by the manager. For example, in addition to social recognition and formal awards, a manager can give an employee increased responsibility. The employee may find this form of recognition motivational, and the result is greater productivity and quality service to customers.

As a follow-up, the manager can then give this employee even greater responsibility.(ibid)Many firms that are now working to improve their recognition systems all use fairly basic and easy-to-implement programs. Steps such as the following need to be setup to effectively manage a formal and informal recognition program: When introducing new recognition procedures and programs, take advantage of all communication tools including Intranet and other knowledge-sharing networks-let everyone know what is going on, educate the managers so that they use recognition as part of the total compensation package, make recognition part of the performance management process, so that everyone begins to use it, have site-specific recognition ceremonies that are featured in the company's communication outlets such as weekly newsletter and bimonthly magazine, publicize the best practice of employees, so that everyone knows some of the things they can do in order to earn recognition, let everyone know the steps that the best managers are taking to use recognition effectively, continually review the recognition process in order to introduce new procedures and programmes and scrap those that are not working well, solicit recognition ideas from both employees and managers, as they are the ones who are most likely to know what works well-and does not.

2.5 Maintenance of Employees

Maintenance is concerned with the perpetuation of a friendly working environment whereby every employee is able to work in his or her workplace. (Wikipedia) Maintenance deals with the employees' health, safety and welfare.

Organizations have both legal and moral obligations to provide health and safe working environments as well as ensuring total wellbeing of their employees since they are important resource any organization can have.(Nzuve SNM,2007)

2.51 Health of Employees

This is an employees' freedom from physical or mental illness. The provision of any health program will vary according to the location and size of the organization, the kind of work performed, and whether employees include women and men and their proportion in various age brackets.(ibid)

Nzuve (2007) proposes the following features as an ideal health programme, they include: stated health and medical policy, adequate health facilities according to the size and nature of the organization, a registered nurse and a doctor or part-time services of a doctor, medical consulting services, periodic medical examination of all employees exposed to health hazards, availability of facilities for voluntary periodic physical examination for all employees, in and out patient services, full and subsidized medical cover, medical cover for immediate dependants.

2.52 Safety of Employees

This is the protection of employees from injuries due to work-related accidents. These accidents are unplanned and uncontrolled events, which can result in damage to both human beings and property.(ibid)

Accidents are costly to organizations in the form of lawsuits settlement. Other indirect costs that may arise from accident include: Cost of supplementary wages or salaries paid to injured employees, loss of production caused by the accident, cost of training a new person to take the injured employees place, cost of supervisors' and staff investigating, recording and reporting the accident, loss of employees' morale and community reputation in case of serious accidents, particularly fatal ones, cost of damage to machinery, equipment, tools, materials and plant.(ibid)

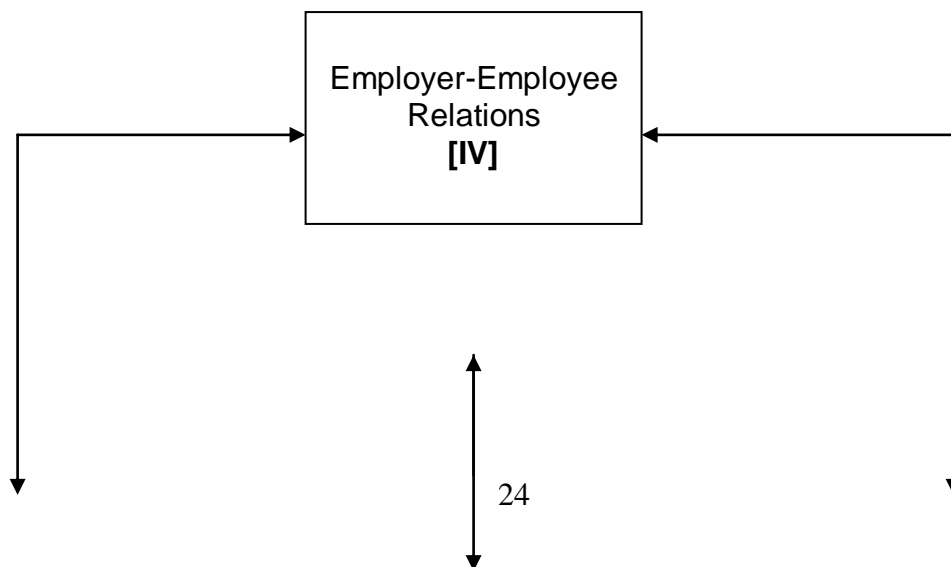
Accidents can occur due to human or technical causes. The former would be because of unsafe behaviours such as deficiencies of the individual for example recklessness, improper attitudes, and inability to perform the job, day-dreaming, lack of training, ignorance and even poor physical and mental health. The latter is mainly concerned with such deficiencies in plant, machinery, equipment, tools, materials and general working environment. These would include improper lighting, poor machine guarding, poor house-keeping, excessive noise, inadequate ventilation and inadequate working space.(ibid)

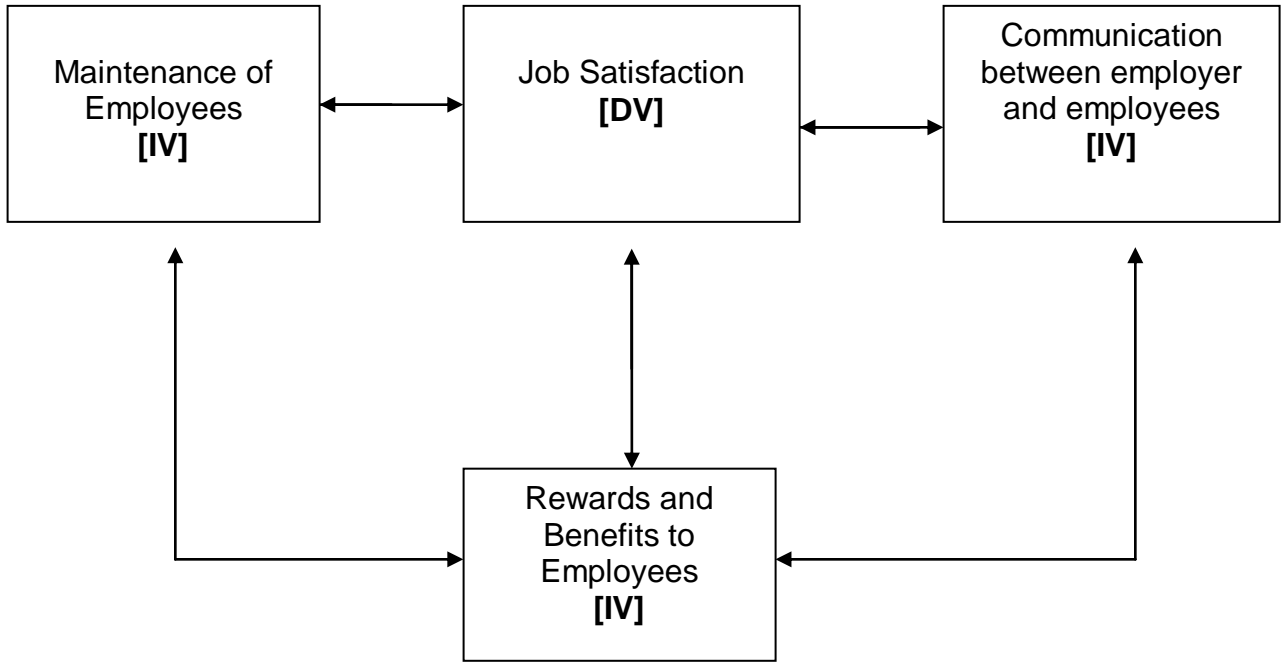
2.53 Welfare of Employees

This is concerned with the total wellbeing of employees both at work and at home. Nzuve (2007) identifies three types of employee welfare: The first one is Financial which include the provision of pension schemes, insurance schemes, property purchase, stock purchase and saving plans such as savings and credit cooperative societies and even benevolent funds. All these are paid for through a check-off system; the second one is Recreational which include sports facilities and other recreational activities and facilities, and lastly the Facilities which include medical services, housing, cafeteria, and transport to and from work.

2.6 THE CONCEPTUAL FRAMEWORK

The study was guided by the following conceptual framework.





KEY:

IV-Independent Variable

DV-Dependent Variable

Figure 2.1: *A model illustrating the Influence of Employer-Employee Relations on Job Satisfaction*

Source: Author (2010)

2.6.1 Employer-Employee Relations

An employer-employee relation is often a source of tension at work place. It is a mutually beneficial relationship where effective mechanism of communication and participation, a safe

and effective work environment and commitment of all staff. At a workplace where the employer-employee relation is good, there is high productivity with less tension .This translates into job satisfaction.

2.6.2 Maintenance of Employees

Employees in an organization must be provided by their employers with necessary personal protective equipment and a safe work environment. They should also be provided with reasonable retirement and insurance health schemes and housing. When the entire above are provided, the employees will be satisfied and this will translate to high productivity with less grievances and conflicts between the management and employees and hence good relations.

2.6.3 Communication between employer and employees

Effective communication at workplaces contributes significantly towards the performance of employees. The day to day activities, managers place high value on effective communication. It gives enhanced job satisfaction, a good feeling of personal accomplishment and increased productivity.

2.6.4 Rewards and benefits to employees

When employees are rewarded according to their qualifications and performance they get satisfied with their job. This can be exhibited through low labour turnout and less

absenteeism amongst employees. The communication and trust between employees and management is enhanced and there is less conflicts and grievances between the two parties.

2.6.5 Job Satisfaction

Job satisfaction is the dependent variable. It describes how content an individual is with his or her job. It greatly depends on the rewards and benefits to employees by their employers, the relationship between employers and employees, communication between the two parties and maintenance of employees by management, that is provision of conducive work environment

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the logical sequence of methods and procedures that will be employed in collecting information. This will include the area of the study, research design, the target population and the sample size , the research instruments, reliability and validity of the instruments, data collection procedure, data analysis, time and budget.

3.2 Research design

The researcher adopted both quantitative and qualitative designs in this survey. In the quantitative survey, the researcher summarized the data using the descriptive statistics which enabled him to meaningfully describe a distribution of scores or measurements using a few

indices. The statistics that were used in the study had a role or purpose. The other design that the study adopted was qualitative research method, which is the Case Study Method. It was used to establish the effects of employee relations on job satisfaction. It enabled the study to obtain information concerning the current status of the phenomena under study and describe what existed with respect to variables or conditions studied (Cohen and Marion, 1994)

The case study method is very popular form of qualitative analysis and involves a careful and complete observation of a social unit, be that unit a person, a family an institution, a cultural group or even the entire community. The case study places more emphasis on the full analysis of a limited number of events or conditions and their interrelationships. Thus, case study is essentially an intensive investigation of the particular unit under consideration. The object of the case study method is to locate the factors that account for the behavior patterns of the given unit as an integrated totality.

According to H. Odum, "the Case Study method is a technique by which individual factor whether it is an institution or just an episode in the life of an individual or a group is analyzed in its relationship to any other in the group".

The credit for introducing this method to the field of social investigation goes to Frederic Le Play who used it as a hand-aid to statistics in his studies of family budgets. Herbert Spencer was the first to use case material in his study of different cultures. Dr. William Healy resorted to this method in his study of juvenile delinquency and considered it as a better method over and above the mere use of statistical data.

The study was applicable to determine the effect of employer-employee relations on job satisfaction in Kenya pipeline company Limited because:

First, under this method, the researcher took one single social unit or more units for his or her study purpose and it facilitated intensive study of social units which was generally not possible if other methods of observations were used. Also, under case study, the researcher was able to trace out natural history of social unit and its relationship with social factors and the forces involved units surrounding environment.

One of the limitations of case situations is that they are seldom comparable and are as such the information gathered in the case studies is not often comparable. Also, the case data are often vitiated because the subject, according to Read Bain, may write what he thinks the investigator wants and the greater the rapport, the more subjective the whole process is. The danger of false generalization is always there in view of the fact that no set of rules are followed in collection of the information and only few are studied.

3.3 Target Population

The target population consisted of 823 permanent employees employed by Kenya pipeline company. The employees were drawn from various departments within the Company which included Human Resources(170), Marketing(13), Finance(84) ,Agriculture-Field Services(102), Agriculture –Production(71)and Factory(383).

3.3.1 Target Population

Department	Supervisory and	Unionisable	Total Target
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	Confidential Employees	Employees	Population
Human Resources	70	100	170
Marketing	7	6	13
Finance	57	27	84
Agriculture (P)	24	47	71
Agriculture (FS)	16	86	102
Factory	45	338	383
TOTAL	219	604	823

Table 3.1 Target Population

Source: Kenya pipeline company (2010)

3.4. Sample Selection and Sample Size

Amin (2005) and Best (1981) denotes that sampling is a process of selecting variables from an accessible population in such a way that the variables selected represents the population on which the results of an investigation is to be generalized. The sample technique that was used was stratified random sampling method.

This method was the most appropriate because it provided more information within sample size, it had more statistical efficiency and it also ensured homogeneity within each stratum .R. Panneerselram (2007) .The study targeted mainly the unionisable employees as all non-management employees in Kenya pipeline company are members of the union. This group was further stratified into various departments like Agriculture (Production,) Agriculture (Field Services), Finance and Human Resource departments.

According to Mugenda (2008), a 10% of the target population was representative sample size since the population is homogeneous and all the subjects are from the supervisory, confidential and union members. Hence a target population of 823, a sample size of 85 employees was selected to participate in the study

Sample Size

Department	Supervisory and Confidential Employees	Unionisable Employees	Total Target Population
Human Resources	7	10	17
Marketing	1	1	2
Finance	6	3	9
Agriculture (P)	2	5	7
Agriculture (FS)	2	9	11
Factory	5	34	39
TOTAL	23	62	85

Table 3.2 Sample Size

Source:Author (2010)

3.5 Research instruments

The study used structured or closed ended questionnaire as the main tool for collecting data given the nature of the data which was collected, the time that was available, and the objectives of the study (Osoo and Onen, 2008). Questionnaire was also the most suitable tool

for survey research (Osoo and Onen, 2008, Amin 2008, Gay 1987). The questionnaire was therefore considered ideal for collecting data from the employees since they were considered literate and could read and respond effectively.

3.5.1 Questionnaire

The main data collection instrument used in the study was a questionnaire (see Appendix I) which was administered to respondents to fill in their offices or places of work while the researcher waited. It helped the researcher to test attitudes, knowledge and other relevant information possessed by the respondents and which were reinforced by a review of relevant literature. The questionnaire was screened intensively to understand the importance, homogeneity and completeness of all the independent variables in the study. The respondent's selection was also based on the fact that they are Managers and unionizable employees and they have a good understanding of the issues at hand.

The questionnaire was pretested to a selected sample which was similar to the actual sample which the researcher planned to use in the study. Sample in the study was not used in the pretest. The procedure that was used in pre-testing the questionnaires was identical to those which were used during the actual data collection. During pretesting, questions which were vague were revealed, comments made by respondents were taken seriously and incorporated and the deficiencies in the questionnaire were also revealed for example unclear directions, insufficient space to write the responses.

The questionnaire was divided into two main sections .The first section was on the background information of the respondents which included items such as name which was optional, gender, age, department, section, marital status and years of service. The second section of the questionnaire was on the questions on employer-employee relations. This section was further divided into four main subsections namely rewards and benefits, maintenance of employees, communication between employer and employees and employees-employee relations. Each of these sections contained three questions.

3.6 Validity of the Instruments

According to Technikon SA (200:75), validity is the extent on which an instrument measures what it is supposed to measure with a high degree of accuracy. In order for the instrument to be considered valid, the content selected and included in its tools must also be relevant to variables being investigated (Kerlinger 1973:457). As Peil (1995:8-9) explains, there are usually many defects in research instruments which may lower the validity (and reliability) of the study's findings. This may include bias or systematic errors in the result or some random errors which may vary from measure to measure.

The study was based on the Construct Validity. If a measure has construct validity, it measures what it purports to measure. Qualities that contribute to construct validity include :criterion validity (includes predictive and concurrent), convergent validity and discriminant validity. To create a measure with construct validity, first a domain of interest was defined (i.e. what was to be measured), then construct measurement items were designed which

adequately measured that domain. Then a scientific process of rigorously testing and modifying the measure were undertaken. The other form of validity that the study employed was Criterion Validity. Criterion validity consists of concurrent and predictive validity. Concurrent validity : “Does the measure relate to other manifestations of the construct the device is supposed to be measuring?” On the other hand, predictive validity found out whether the test applied test predicted an individuals performance in specific abilities.

While appreciating the fact that it is almost impossible to safeguard a research instrument against bias and random errors, the study nevertheless tried to avoid the problems by careful planning at all stages of the project. An attempt was made to check the validity of the data by comparing different sources through observation and direct questions, written records and oral reports together with samples from the pilot study.

The internal validity of a study depends on the degree to which extraneous variables have been controlled for in the study while external validity of a study has to do with representativeness of the sample with regard to the target population. External validity refers to the degree to which research findings can be generalized to populations and environments outside the experimental setting. The Supervisor assigned to the researcher scrutinized the instruments and rated them in terms of how efficiently and significantly they sampled their purpose, and provided estimates of validity. The revised version of the instruments was administered to the selected sample.

3.7 Reliability of the Instruments

Sharma and Supra (1984:171) describe reliability as the test of accuracy of the test-scores, or the degree to which scores are free of choice of errors. Peil (1995:8) on the other hand asserts measures are considered reliable if results are consistent. Therefore, reliability is the extent to which a test is repeatable and yields consistent scores. Usually, in order to be valid, a test must be reliable but reliability does not guarantee validity. The goal of measuring reliability or consistency is to determine how much of the variability in the test scores is due to measurement error and how much is due to variability in true scores.

Measurement errors are essentially random; a person's test score might not reflect the true score because they were sick, hung-over, anxious, in a noisy room etc. Reliability can be improved by: getting repeated measurements using the same test and getting many different measures using slightly different techniques and methods. e.g. consider university assessment for grades involve several sources. You would not consider one multiple-choice exam question to be reliable basis for testing your knowledge of "individual differences". Many questions are asked in many different formats (e.g. exam, essay, presentation) to help provide a more reliable score.

The test-retest method of estimating a test's reliability involves administering the test to the same group of people twice. Then the first set of scores is correlated with the second set of scores whereby correlations that range between 0(low reliability) and 1(high reliability). Another test method, alternate forms is where Test A is administered to a group then Test B is administered to the same group. Correlation between the two scores is the estimate of the

test reliability. The third is Split half reliability where the relationship between half the items and the other half.

The prescribed data-gathering tool for this project proposal was questionnaires. To test its reliability, a pilot study was conducted on approximately 10% of the respondents for relevance, appropriateness, acceptability and linguistic suitability. The respondents used in the pilot study were not included in the actual study. All the errors or short-comings emerging from the results of the pilot study were corrected before the questionnaires are used, Peil (1995:9). The respondents in the pilot study were split accordingly and the reliability coefficient was calculated using the Pearson Product Moment(r)

3.8 Data Collection Procedures

The researcher visited various departments and sections within Kenya pipeline company for the purposes of introduction, familiarization and administration .Closed-ended and well-structured questionnaires were used in the study to collect data since this method of data collection proved to be reliable, cheap and easy to administer. The researcher had a face to face communication which was intended to elicit opinion from the interviewees. It also helped to capture hidden meanings. The researcher oversaw the whole process, ensured the conformity to the set standards and emphasized the confidentiality to the respondents.

3.9 Data Analysis Techniques

According to Bryman and Gramer (1997), data analysis seeks to fulfill research objectives and provide answers to research questions. The choice of analysis procedures depend on how well the techniques are suited to the study objectives and scale measurements of the variables in question. The data collected was analyzed using descriptive statistics to allow for cross-comparison and this involved computation of mean, mode, and variance and according to the objectives of the study. The mean gave the most popular results of all. The questionnaires were subsequently sorted, coded, categorized and finally tabulated. This was followed by data interpretation, which was referred to the task of drawing inferences from the collected facts

CHAPTER FOUR

4.0 DATA ANALYSIS, INTERPRETATION AND PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter contains a detailed presentation of the results of the study which have been discussed under thematic areas and sub-sections in line with the research objectives. The thematic areas included: rewards and benefits, maintenance, communication and employer-employee relations. The information analyzed was collected from questionnaires administered to sampled respondents. Data was analyzed manually and by use of Microsoft Excel Program so as to compute various statistics. Closed-ended questions responses were grouped, analyzed and recorded on tally tables from which frequencies and percentages were computed. The interpretation and presentation of data gathered in this study was analyzed and addressed the objectives.

4.2 Response Return Rate

The researcher administered the questionnaires in person to the respondents. The Respondents filled the questionnaires in the researchers' presence and returned them immediately. The response rate achieved was therefore 100% of the administered questionnaires.

4.3 Demographic data of the participants

The study sought to establish the background of the respondents in the study. In view of this the respondents were asked to state their gender, age and years of service to the company. The results were as shown in the tables below:

Table 4.3.1 Gender of respondents

Gender	Frequency	Percentage
Male	67	78.82
Female	18	21.17
TOTAL	85	100.00

Source: Author's field data (2010)

As shown in the Table 4.2.1 above, majority of the respondents that is 67(78.82%) were male while 18(21.17%) were female. This is likely due to the fact that the nature of work in the company mainly in the factory that has the majority population is male-based hence

depicting the female gender as minority as they are mainly found in the offices and non-core functions of the company.

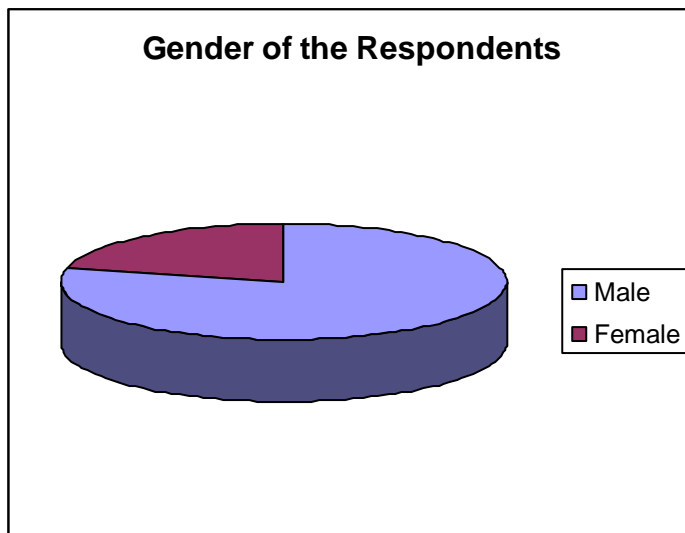


Fig.4.3: Gender of Respondents **Source:** Author’s field data(2010)

The respondents were also asked to respond on their ages, the findings are presented below categories of ages between 18-25,26-35,36-45,46-55 and 56-60 years.

Table 4.3.2 Ages of the respondents

Age Group	Frequency	Percentage
18-25	5	5.88
26-35	29	34.12
36-45	31	36.47
46-55	19	22.35
56-60	1	1.18

TOTAL	85	100.00
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Source: Author’s field data (2010)

Table 4.3.2 reveals that majority of those interviewed were in the age bracket of 36-45 that is 31 out of the total 85 that translated to 36.47% .They were followed closely by those in the age group of 26-35 who formed the 34.12% of the respondents. The least percentage obtained was that in the age bracket of 56-60 who were an insignificant 1.18%.

Table 4.3.3 Years of service of respondents

Number of Years	Frequency	Percentage
0-5	23	27.06
6-10	12	14.12
11-15	8	9.41
16-20	20	23.53
21-30	20	23.53
30-40	2	2.36
TOTAL	85	100.00

Source: Author’s field data (2010)

The respondents were also asked to state the numbers of years they have served the company. The findings are presented above in the categories of 0-5,6-10, 11-15,16-20,21-

30,30-40. The findings revealed that the majority of the respondents 23(27.06%) had served the company the shortest time. However, from Table 4.3.3 it can be revealed that both the categories of 16-20 and 21-30 has a high concentration as both obtained 20 each (23.53%)

4.4 Influence of Employer-Employee Relations on Job Satisfaction

The first objective of the study was to determine the influence of employer –employee relations on job satisfaction. To achieve this objective, the respondents were asked of their relationship with the employer and further questions regarding grievance handling procedure, disciplinary actions, collective bargaining agreement, conflict/dispute resolutions and company policies and procedures. The results are presented in the sub-sections below:

Table4.4.1 Responses on Relationship with the employer

Response	Frequency	Percentage
a Very bad	1	1.18
b Bad	4	4.71
c Good	58	68.24
d Better	18	21.18
e Best	4	4.71
TOTAL	85	100.00

Source:Author's field data (2010)

As shown in table 4.4.1, the study established that majority of the respondents that is 58(68.24%) had good relationship with the employer. Only 1(1.18%) of the respondents had very bad relationship with the employer while 18(21.18%) had better relationship. This implies that there is cohesion and team work at work place and hence productivity is likely to improve.

Table 4.4.2 Responses on Grievance Handling Procedure

Response	Frequency	Percentage
1. Not at all	13	15.29
2. To a Small extent	28	32.94
3. To a reasonable extent	29	34.12
4. To a greater	13	15.29
5.To greatest extent	2	2.35
TOTAL	85	100.00

Source:Author's field data (2010)

The respondents who participated in the study were asked to state to what extent grievance handling procedure contributed to their job satisfaction Out of 85 respondents who participated in the study 13(15.29%) were not at all satisfied by the grievance handling procedures of the company,28(32.94%)stated that they were satisfied to a small extent ,29(34.15%) who formed the majority felt that they were satisfied to a reasonable extent,13(15.29%) of the respondents stated that they were satisfied to a greater extent and

2(2.34%) to greatest extent. This implies that the employees have confidence with the manner in which the grievances involving the employees are handled. This means that there are less disputes are grievances hence most of the time is geared towards productivity and not handling of grievances.

Table 4.4.3 Responses on Disciplinary Actions

Response	Frequency	Percentage
1. Not at all	9	10.59
2. To a Small extent	23	27.06
3. To a reasonable extent	30	35.29
4. To a greater	18	21.18
5.To greatest extent	5	5.88
TOTAL	85	100.00

Source:Author’s field data (2010)

The respondents who participated in the study were asked to state to what extent disciplinary actions contributed to their job satisfaction Out of 85 respondents who participated in the study 9(10.59%) were not at all satisfied by the disciplinary actions of the company,23(27.06%)stated that they were satisfied to a small extent ,30(35.29%) who formed the majority felt that they were satisfied to a reasonable extent,18(21.18%) of the respondents stated that they were satisfied to a greater extent and 5(5.88%) to greatest

extent. This implies that the management adheres to the standard operating procedures while executing disciplinary actions hence the majority of the employees are satisfied. This means that there are fewer industrial disputes between the two parties but a cordial one.

Table 4.4.4 Responses on Collective Bargaining Agreement

Response	Frequency	Percentage
1. Not at all	24	28.24
2. To a Small extent	25	29.41
3. To a reasonable extent	20	23.53
4. To a greater	9	10.59
5.To greatest extent	7	8.24
TOTAL	85	100.00

Source: Author's field data (2010)

The respondents who participated in the study were asked to state to what extent Collective Bargaining Agreement contributed to their job satisfaction. Out of 85 respondents who participated in the study 24(28.24%) were not at all satisfied by the Collective Bargaining Agreement,25(29.41%) who were the majority, stated that they were satisfied to a small extent ,20(23.53%) stated that they were satisfied to a reasonable extent,9(10.59%) of the respondents stated that they were satisfied to a greater extent and 7(8.24%) to greatest extent.

Table 4.4.5 Responses on Conflict/ Dispute Resolution

Response	Frequency	Percentage
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1. Not at all	13	15.24
2. To a Small extent	31	36.47
3. To a reasonable extent	32	37.65
4. To a greater	8	9.41
5.To greatest extent	1	1.18
TOTAL	85	100.00

Source:Author’s field data (2010)

The respondents who participated in the study were asked to state to what extent conflict/dispute resolution in the company contributed to their job satisfaction. Out of 85 respondents who participated in the study 13(15.24%) were not at all satisfied by the conflict/dispute resolution in the company, 31(36.47%) stated that they were satisfied to a small extent, 32(37.65%) who formed the majority responded that they were satisfied to a reasonable extent,8(9.41%) of the respondents stated that they were satisfied to a greater extent and 1(1.18%) to greatest extent.

Table 4.4.6 Responses on Contentment with the Company’s policies and procedures

Response	Frequency	Percentage
a . YES	50	58.82
b NO	22	25.88
c DON’T KNOW	13	15.28
TOTAL	85	100.00

Source:Author’s field data (2010)

As shown in Table 4.4.6, the study established that majority the respondents, 50(58.82%) were contented with the company policies and procedures while 22(25.88%) were not happy. However, 13(15.28%) of the respondents did not know whether they were contented or not.

4.5 Effects of Rewards and Benefits on Job Satisfaction

The second objective of the study was to determine the effects of rewards and benefits on job satisfaction. To achieve this objective, the respondents were asked of their remunerations and further questions regarding overtime, incentives, meal vouchers, on-call allowances and bonus. The results are presented in the sub-sections below:

Table 4.5.1 Responses on Remuneration

Response	Frequency	Percentage
a Extremely dissatisfied	10	11.76
b Dissatisfied	42	49.41
c Neutral	22	25.88
d Satisfied	11	12.94
e Extremely Satisfied	0	0.00
TOTAL	85	100.00

Source: Author's field data (2010)

As shown in table 4.5.1, the study established that majority of the respondents that is 42(49.41%) were dissatisfied with their current pay.10 (11.76%) of the respondents were

extremely dissatisfied while 22(25.88%) were neutral. Only 11(12.94%) of the respondents were satisfied with their pay as none was extremely satisfied.

Table 4.5.2 Responses on Overtime

Response	Frequency	Percentage
1. Not at all	34	40.00
2. To a Small extent	23	27.06
3. To a reasonable extent	21	24.71
4. To a greater	4	4.71
5.To greatest extent	3	3.53
TOTAL	85	100.00

Source:Author’s field data (2010)

The respondents who participated in the study were asked to state to what extent overtime as a benefit contributed to their job satisfaction. Out of 85 respondents who participated in the study 34(40%) who formed the majority were not at all satisfied by the overtime, 23(27.06%) stated that they were satisfied to a small extent, 21(24.71%) responded that they were satisfied to a reasonable extent, 4(4.71%) of the respondents stated that they were satisfied to a greater extent and 3(3.53%) to greatest extent.

Table 4.5.3 Responses on Incentives

Response	Frequency	Percentage
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1. Not at all	34	40.00
2. To a Small extent	32	37.65
3. To a reasonable extent	12	14.12
4. To a greater	4	4.71
5.To greatest extent	3	3.53
TOTAL	85	100.00

Source: Author's field data (2010)

The respondents who participated in the study were asked to state the extent to which incentives contributed to their job satisfaction. Out of 85 respondents who participated in the study 34(40.00%) who formed the majority were not at all satisfied by the incentives, 32(37.65%) stated that they were satisfied to a small extent, 12(14.12%) responded that they were satisfied to a reasonable extent, 4(4.71%) of the respondents stated that they were satisfied to a greater extent and 3(3.53%) to greatest extent.

Table 4.5.4 Responses on Meal Vouchers

Response	Frequency	Percentage
1. Not at all	33	38.82
2. To a Small extent	28	32.94
3. To a reasonable extent	20	23.53
4. To a greater	2	2.36
5.To greatest extent	2	2.36
TOTAL	85	100.00

Source:Author's field data (2010)

The respondents who participated in the study were asked to state the extent to which meal vouchers contributed to their job satisfaction. Out of 85 respondents who participated in the study 33(38.82%) who formed the majority were not at all satisfied by the meal vouchers, 28(32.94%) stated that they were satisfied to a small extent, 20(23.53%) responded that they were satisfied to a reasonable extent,2(2.36%) of the respondents stated that they were satisfied to a greater extent and also 2(2.36%) to greatest extent.

Table 4.5.5 Responses on On-Call allowances

Response	Frequency	Percentage
1. Not at all	61	71.76
2. To a Small extent	12	14.12
3. To a reasonable extent	6	7.06
4. To a greater	5	5.88
5.To greatest extent	1	1.18
TOTAL	85	100.00

Source:Author's field data (2010)

The respondents who participated in the study were asked to state the extent to which on-call allowance contributed to their job satisfaction. Out of 85 respondents who participated in the study 61(71.76%) who formed the majority were not at all satisfied by the on-call allowance, 12(14.12%) stated that they were satisfied to a small extent,6(7.06%) responded

that they were satisfied to a reasonable extent,5(5.88%) of the respondents stated that they were satisfied to a greater extent and 1(1.18%) to greatest extent.

Table 4.5.6 Responses on Bonus

Response	Frequency	Percentage
a YES	5	5.88
b NO	80	94.11
TOTAL	85	100.00

Source:Author’s field data (2010)

As shown in Table 4.5.6, the study established that majority the respondents, 80(94.11%) never received bonus from the company while only 5(5.88%) received.

4.6 Influence of Maintenance of Employees on Job Satisfaction

The third objective of the study was to determine the impact of maintenance on job satisfaction. To achieve this objective, the respondents were asked questions regarding housing, health, security, sanitation, recreational and educational facilities. They were also asked on condition of work in relation to ventilation, office space, furniture, ergonomics and lighting. The results are presented in the sub-sections below.

Table 4.6.1 Responses on Housing

Response	Frequency	Percentage
1. Not at all	8	9.41

2. To a Small extent	21	24.71
3. To a reasonable extent	27	31.76
4. To a greater	18	21.18
5.To greatest extent	11	12.94
TOTAL	85	100.00

Source: Author's field data (2010)

As shown in Table 4.6.1, 8 (9.41%) of the respondents stated that they were not at all satisfied by the housing, 21(24.71%) said that they were satisfied to a small extent,27(31.76%) who formed the majority indicated that they were satisfied to a reasonable extent while 18(21.18%) stated they were satisfied to a greater extent and 11(12.94%) were to greatest extent. This implies that most employees are satisfied with the housing facilities, not because they are the best but they are the only ones available as reported by the respondents.

Table 4.6.2 Responses on Health

Response	Frequency	Percentage
1. Not at all	7	8.24
2. To a Small extent	32	37.65
3. To a reasonable extent	31	36.47
4. To a greater	11	12.94
5.To greatest extent	4	4.71
TOTAL	85	100.00

Source:Author's field data (2010)

As shown in Table 4.6.2, 7 (8.24%) of the respondents stated that they were not at all satisfied by the health, 32(37.65%) who formed the majority said that they were satisfied to a small extent, 31(36.47%) indicated that they were satisfied to a reasonable extent while 11(12.94%) stated they were satisfied to a greater extent and 4(4.71%) were to greatest extent.

Table 4.6.3 Responses on Security

Response	Frequency	Percentage
1. Not at all	13	15.29
2. To a Small extent	20	23.53
3. To a reasonable extent	32	37.65
4. To a greater	10	11.76
5.To greatest extent	10	11.76
TOTAL	85	100.00

Source:Author's field data (2010)

As shown in Table 4.6.3, 13 (15.29%) of the respondents stated that they were not at all satisfied by the security services offered in the company premises, 20(23.53%)said that they were satisfied to a small extent,32(37.65%) who formed the majority indicated that they were

satisfied to a reasonable extent while 10(11.76%) stated they were satisfied to a greater extent and 10(11.76%) were to greatest extent.

Table 4.6.4 Responses on Sanitation

Response	Frequency	Percentage
1. Not at all	9	10.59
2. To a Small extent	23	27.06
3. To a reasonable extent	24	28.24
4. To a greater	21	24.71
5.To greatest extent	8	9.41
TOTAL	85	100.00

Source:Author’s field data (2010)

As shown in Table 4.6.4, 9 (10.59%) of the respondents stated that they were not at all satisfied by the sanitation services offered by the company, 23(27.06%)said that they were satisfied to a small extent,24 (28.28%) who formed the majority indicated that they were satisfied to a reasonable extent while 21(24.71%) stated they were satisfied to a greater extent and 8(9.41%) were to greatest extent.

Table 4.6.5 Responses on Recreational Facilities

Response	Frequency	Percentage
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1. Not at all	32	37.65
2. To a Small extent	30	35.29
3. To a reasonable extent	17	20.00
4. To a greater	4	4.71
5.To greatest extent	2	2.35
TOTAL	85	100.00

Source: Author's field data (2010)

As shown in Table 4.6.5, 32 (37.65%) who formed the majority of the respondents stated that they were not at all satisfied by the recreational facilities offered by the company, 30(35.29%)said that they were satisfied to a small extent,17(20.00%) indicated that they were satisfied to a reasonable extent while 4(4.71%) stated they were satisfied to a greater extent and 2(2.35%) were to greatest extent. This implies that most of the recreational facilities are not well maintained.

Table 4.6.6 Responses on Educational Facilities

Response	Frequency	Percentage
1. Not at all	41	48.24
2. To a Small extent	16	18.82
3. To a reasonable extent	8	9.41
4. To a greater	9	10.59
5.To greatest extent	11	12.94

TOTAL **85** **100.00**

Source: Author's field data (2010)

As shown in Table 4.6.6, 41(48.24%) of the respondents who formed the majority stated that they were not at all satisfied by the educational facilities offered by the company, 16(18.82%) said that they were satisfied to a small extent, 8(9.41%) indicated that they were satisfied to a reasonable extent while 9(10.59%) stated they were satisfied to a greater extent and 11(12.94%) were to greatest extent. This implies that despite the company sponsoring a number of schools, there is dissatisfaction. Majority of the respondents' reported on the issues touching on the discrimination and expensive fees beyond their reach. They mentioned that one primary school is set aside for certain cadre of employees and the only secondary school was too expensive and only benefited the outsiders.

Table 4.6.7 Responses on Protective Clothing

Response	Frequency	Percentage
a Never	12	14.12
b Once a year	30	35.29
c Twice a year	8	9.41
d Once after every two years	3	3.53
e Only when pushed by union officials	32	37.65
TOTAL	85	100.00

Source: Author's field data (2010)

On protective clothing, Table 4.6.7, the study established that 12(14.12%) of the respondents said that they never receive protective clothing, 30(35.29%) stated that they receive once a year,8(9.41%) indicated that they receive twice a year, while 3(3.53%) stated that they them once after every two years. Meanwhile, 32(37.65%) who form the majority of the respondents stated that they receive protective clothing only when the management is pushed to do by the union officials. This implies that the management is committed in ensuring that employees are provided with personal protective equipment. This is likely to reduce the occurrences of industrial accidents at work place. But the management ought to realize that it is imperative for the employees to be provided by the same as majority of them reported that management do provide the personal protective clothing only when pushed by union officials to do so.

Table 4.6.8 Responses on Ventilation

Response	Frequency	Percentage
a Excellent	6	7.06
b Very Good	8	9.41
c Good	34	40.00
d Fair	28	32.94
e Poor	7	8.24
f Very Poor	2	2.35
TOTAL	85	100.00

Source:Author's field data (2010)

On ventilation, the study established in Table 4.6.8 above that 6(7.06%) of the respondents stated that the ventilation was excellent at their work place, 8(9.41%) said that it was very good, 34(40.00%) who formed the majority indicated that the ventilation at work place was good, 28(32.94%) had the opinion that it was fair while 7(8.24%) stated that it was poor and 2(2.35%) indicated that it was very poor.

Table 4.6.9 Responses on Office Space

Response	Frequency	Percentage
a Excellent	10	11.76
b Very Good	11	12.94
c Good	30	35.29
d Fair	22	25.88
e Poor	9	10.59
f Very Poor	3	3.53
TOTAL	85	100.00

Source:Author's field data (2010)

On office space, the study established (Table 4.6.9) that 10(11.76%) of the respondents stated that the ventilation was excellent at their work place, 11(12.94%) said that it was very good, 30(35.29%) who formed the majority indicated that the office space at work place was

good, 22(25.88%) had the opinion that it was fair while 9(10.59%) stated that it was poor and 3(3.53%) indicated that it was very poor.

Table 4.6.10 Responses on Furniture

Response	Frequency	Percentage
a Excellent	3	3.53
b Very Good	8	9.41
c Good	19	22.35
d Fair	26	30.59
e Poor	21	24.71
f Very Poor	8	9.41
TOTAL	85	100.00

Source: Author's field data (2010)

On furniture, the results from the Table 4.6.10 reveal that 3(3.53%) of the respondents stated that the furniture was excellent at their work place, 8(9.41%) said that it was very good, 19(22.35%) indicated that the furniture at work place was good, 26(30.59%) who were the majority had the opinion that it was fair while 21(24.71%) stated that it was poor and 8(9.41%) indicated that it was very poor. This implies that employees are not comfortable at their places of work and this is likely to impact negatively on the productivity due to absenteeism and poor attitude.

Table 4.6.11 Responses on Machines and Office equipment

Response	Frequency	Percentage
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a Excellent	1	1.18
b Very Good	5	5.88
c Good	22	25.88
d Fair	28	32.94
e Poor	22	25.88
f Very Poor	7	8.24
TOTAL	85	100.00

Source: Author's field data (2010)

Concerning office machines and equipment, the study depicts in Table 4.6.11 above that only 1(1.18%) of the respondents stated that the machines and equipment in the company was excellent , 5(5.88%) said that it was very good, 22(25.88%) indicated that the machines and equipment was good, 28(32.94%) who formed the majority had the opinion that it was fair while 22(25.88%) stated that it was poor and 7(8.24%) indicated that it was very poor. This implies that the management need to invest more on machines and equipment to improve productivity and avoid wastage of time on frequent breakdowns due to obsolescence of the machines. This in turn impacts negatively on the employees who are willing to work but are let down by the poor conditions of machines and equipment.

Table 4.6.12 Responses on Lighting

Response	Frequency	Percentage
a Excellent	13	15.29

b Very Good	19	22.35
c Good	35	41.18
d Fair	10	11.76
e Poor	6	7.06
f Very Poor	8	9.41
<hr/>		
TOTAL	85	100.00
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Source: Author's field data (2010)

The results from Table 4.6.12 reveal that 13(15.29%) of the respondents stated that lighting was excellent at their work place, 19(22.35%) said that it was very good, 35(41.18%) who formed the majority indicated that lighting at work place was good, 10(11.76%) had the opinion that it was fair while 6(7.06%) stated that it was poor and 8(9.41%) indicated that it was very poor.

4.7 Influence of Communication between employer and employees on Job Satisfaction

The fourth objective of the study was to determine the influence of communication between employer and employees on job satisfaction. To achieve this objective, the respondents were asked how often they held meetings with their employer, how they received official communication and whether they received feedback or any form of appreciation on their performances from their bosses. The results are presented in the sub-sections below

Table 4.7.1 Responses on Employer’s Meetings with the employees

Response	Frequency	Percentage
a Never	2	2.35
b Only in case of an emergency	10	11.76
c Once in a while	54	63.53
d Regularly	18	21.18
e All the time	1	1.18
TOTAL	85	100.00

Source: Author’s field data (2010)

The results from Table 4.7.1 above reveal that 2(2.35%) of the respondents stated that the management never meets with employees, 10(11.76%) asserted that management only met with the employees in the emergency cases, 54(63.53%) who were the majority indicated that managements’ meeting with the employees was once in a while, 18(21.18%) said that the meetings were held regularly as 1(1.18%) stated that the said meetings were held all the time. This implies that there is need for frequent meetings between the management and the employees to avoid issued building up and blowing out of control.

Table 4.7.2 Responses on How Official Information is received from the management

Response	Frequency	Percentage
a Told by the bosses directly	4	4.70
b Memos posted on the notice board	79	92.94
c Union leaders	2	2.35
d Work mates	0	0.00
e Never receive any information	0	0.00
TOTAL	85	100.00

Source: Author's field data (2010)

The respondents who participated in the study were asked to state how they received official information from the management. The results from Table 4.7.2 revealed that 4(4.70%) of the respondents were told by the bosses directly, 79(92.94%) who were overwhelmingly the majority asserted that they received their information through memos posted on the notice boards while 2(2.35%) were informed by the union leaders. None were informed by their workmates.

Table 4.7.3 Responses on Feedback or appreciation from boss

Response	Frequency	Percentage
A YES	34	40.00
b NO	51	60.00
TOTAL	85	100.00

Source: Author's field data (2010)

As shown in Table 4.7.3, the study established that majority the respondents, 51(60.00%) never received feedback or any form appreciation from their bosses while 34(40.00 %) received feedback and appreciation from their bosses.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the introduction, summary of the study findings, conclusion, recommendations for further research and finally contributions to the body of knowledge.

5.2 Summary of findings

The study investigated how satisfied the employees were with their current pay; to the extent to which benefits such as overtime, incentives, meal vouchers and on-call allowances contributed to their job satisfaction . The study then came up with the following findings on the above variables: As concerns the effect of rewards on job satisfaction, the study revealed that most of the employees were dissatisfied with their pay. The study's findings also revealed that benefits such as overtime, incentives, meal vouchers and on-call allowances did not at all contribute to the employee satisfaction. The study also indicated that for the last five years, the management had never awarded its employees any bonus.

The study also looked at the provision of welfare services such as housing, health, security, sanitation, recreational and educational facilities and the extent to which they

contributed to their job satisfaction, the number of times they received protective clothing from the employer and the condition of work in relation to ventilation, office space, furniture, machines and equipment and lighting. On these, the study established that the employees were to a reasonable extent satisfied with housing, health facilities, security and sanitation. On the other hand, they were not at all satisfied with the recreational and educational facilities offered by the company. The study also indicated that the company provided the personal protective equipment to the employees but most of them said that the union officials played a big role for this to happen. As concerns the condition of work, the study indicated that the employees asserted that ventilations, lighting, office space were good while furniture and the machines and equipment were in fair condition.

The study made an effort to find out the number of times the management held consultative meetings with employees and whether such meetings were planned or they arose out of emergencies. Also, the study looked into how the official information was being communicated to employees from the management and vice-versa and whether the employees received any form of feedback or appreciation from their respective bosses. Here the study revealed that the management held meetings with employees once in a while and the major form of communication between the two parties was through the memos posted on notice boards. The study indicated that most of the employees did not receive any form of feedback or appreciation from their bosses.

In regard to the effects of employer-employee relations on job satisfaction, the study revealed that there was a good relationship between the employer and the employee. The

study further revealed that employees were satisfied to a reasonable extent on how grievances, conflict or dispute resolution and disciplinary cases were handled. Surprisingly, the study revealed that the Collective Bargaining Agreement contributed to their satisfaction to a small extent. The study revealed that a good number of the employees were contented with the company's policies and procedures.

5.3 Conclusions

The following are the conclusions following the findings of the study: Firstly, employees were poorly remunerated; this explains the low impact that the benefits such as overtime and incentives had on their net pay hence they were dissatisfied. The employer's failure to give bonuses to employees impacted negatively as employees needed to share the gains made by the company at the end of the year. This implied that the employee would not produce to their maximum as they knew that they were not going to be rewarded appropriately.

Secondly, employees were satisfied to some extent with services such as housing, health, security and sanitation as they form the basic needs. On the other hand they were dissatisfied with both recreational and educational facilities provided by the company. This implies that the recreational facilities were ill-equipped and lack the financial support from the company while in the educational facilities the employees did benefit since the best primary school is mainly for the managers' children while the secondary section charged very high school fees that most employees could not afford. Hence, it was dominated with the children of non-employees.

Thirdly, the managements' provision of the protective clothing meant that was concerned about the safety of its employees. Hence, the industrial accidents were greatly reduced. It also implied that the Trade Union was strongly on the ground and ensured that its members were well protected from the industrial dangers.

Fourthly, findings in the study indicated that ventilation, lighting and working space were good. This also implied that the employees could easily move around, they did not strain and could breathe freely without fear of contracting air-borne diseases. On the other hand, the state of the furniture and machines and equipment were not good. This meant that the employees were not comfortable as they performed their work. They could not also be efficient as the machines they were using were not in good condition. Hence they strained and got stressed as they were expected to perform but were let down by the machines and equipment.

Lastly, the frequent managements' meeting with employees denoted that the employees were given a chance to air their concerns to the management. This meant that there was a good working relations between the two parties hence this could improve the productivity. Unfortunately, the study findings indicated that most of the managers never appreciated or gave feedback to their employees on their performance. This implied that the employees were demoralized and did not have shared goals and objectives as their efforts were not recognized.

5.4 Recommendations

The study has revealed that majority of the employees were dissatisfied with the remunerations and benefits given by the company. Basing generalizations on the findings of the study, the study recommends that the management of the company should harmonize and adjust the employees pay upwards. The employees should be remunerated according to their qualification, performance and years of experience. The management should conduct a job evaluation to determine how best it can remunerate its employees . The study also recommends that the management should regularly provide incentives and bonuses to employees to improve their morale.

The study established that the employees were not fully satisfied with the housing, health and security. They acknowledged their importance because they did not have alternative places to reside. Based on the findings, the study recommends that a vote head for the house rehabilitation be established. This was to cater for the repairs and replacement of worn out parts. The health facility serves a larger population which includes the surrounding community and therefore it should be equipped with modern facilities like the X-Ray machines and electronic microscopes. A resident doctor also be employed. Even though the security services have been outsourced, the study indicated that employees have not been satisfied hence it recommends enhanced surveillance to reduce incidences of insecurity.

The company has various social amenities for the employees. Two of these facilities are clubs for senior and junior employees. The study established that the employees are dissatisfied with the facilities. The study recommends that the management should let the

clubs access easily to the member's subscription funds to enable them run the respective facilities efficiently.

The study has also showed that despite the company owning two schools both primary and sponsoring several around the company, employees were still dissatisfied with the facilities. The study recommends increased enrolment of pupils mainly from the lower cadre as the current system is discriminatory. Also, a third stream should be constructed in the secondary section to cater for the welfare of the staff. The school fees charged to the children belonging to the employees should be significantly reduced. This would encourage and motivate the employees to enroll their children.

The study recommends that protective clothing should be issued and requisitioned from a central place. The management should nurture an amicable relationship with the Union. The findings further recommend that the management should purchase new furniture and office equipment and machines. This would improve the effectiveness and efficiency in the production and morale of the employees.

The study established that there were regular meetings between the management and the employees. The study further showed that most managers do not appreciate or give feedback to employees on their performance. The study recommends that the management devise means of recognizing employees of their performance and service to the company. This may be in form of annual parties, award ceremonies or even a thank you note from the boss.

5.5 Contribution of the Study to the body of knowledge

The Study came up with contribution to the body of knowledge from the thematic areas discussed. Table 5.1 depicts the contribution to the body of knowledge as per the respective research question.

Table 5.1 Contribution to the body of knowledge as per research questions

Research Question	Contribution to body of knowledge
1.What is the effect of employer-employee relations on job satisfaction?	- The employer-employee relations in Kenya pipeline company have effect on the employee job satisfaction.

- | | |
|---|---|
| 2. What is the effect of rewards on the job satisfaction? | - Rewards and benefits affect the job satisfaction in Kenya pipeline company. |
| 3. How does maintenance affect the job satisfaction? | - Maintenance has a major impact on job satisfaction in Kenya pipeline company. |
| 4. What is the impact of communication on job satisfaction? | - Communication has an impact on job satisfaction in Kenya pipeline company. |
-

Source: Author (2010)

5.6 Suggestions for further research

This study did not explore certain areas that were equally important. Such areas were left out because the scope and limitation of this study warranted and also due to limitation in time and other resources. In view of this, the study recommends the following areas for further research:

1. The influence of Kenya Union of Sugarcane Planters and Allied Workers (KUSPAW) recognition on job satisfaction
2. The influence of training and development of employees on job satisfaction
3. The influence of government policies e.g. downsizing of employees and privatization of state corporations on job satisfaction
4. The influence of the introduction of new technology at work place on job satisfaction.

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APPENDICES

Appendix I

LETTER OF TRANSMITTAL

Frank Otieno Orinda

Kenya pipeline company

P.O. Box 177,

Muhoroni.

18th April 2010

Dear Respondent,

RE: RESEARCH PROJECT

I am pursuing a course leading to the award of a Post Graduate Diploma in Human Resource Management at the University of Nairobi. I am undertaking a research study on **Influence of Employer-Employee Relations on Job Satisfaction: A Case of Kenya pipeline company-Kenya**

In order to collect data for the study, I hereby request you to be one of the participants in the study. Kindly co-operate and give your honest response. I commit myself to share with you the results when the study is complete. All information given will be treated with utter confidence and will only be used for academic purposes.

Thank you in advance,

Yours faithfully,

Frank Otieno Orinda

Appendix II

QUESTIONNAIRE FOR EMPLOYEES

My name is Frank Orinda, a student at the University of Nairobi pursuing a Postgraduate Diploma in Human Resource Management. The purpose of this study is to determine the influence of employer-employee relations on job satisfaction in Kenya pipeline company.

Your views are thus considered crucial and part and parcel of this study. Please complete, to the best of your ability, the questionnaires enclosed herein following the instructions given after each item and return your completed questionnaire to the researcher.

This study is purely academic and not for financial or material gain. Your cooperation will be highly appreciated and any information given shall be strictly private and confidential.

SECTION I: BACKGROUND INFORMATION

Name (Optional).....

Gender.....Age.....Marital Status.....

Department.....Section.....

Job Title..... Grade.....Years of Service.....

SECTION II: QUESTIONS ON EMPLOYER-EMPLOYEE RELATIONS ON JOB SATISFACTION

A. Rewards & Benefits

1. How satisfied are you with your current pay?

Please put a tick (√) in the space next to the right response:

a	Extremely dissatisfied	
b	Dissatisfied	

c	Neutral	
d	Satisfied	
e	Extremely satisfied	

2. To what extent have the following benefits by your employer contributed to your job satisfaction?

Key:

1= Not at all

2= To a small extent

3= To a reasonable extent

4= To a greater extent

5= To greatest extent

Please choose a number and write in the space next to the benefit:

a	Overtime	
b	Incentives	
c	Meal vouchers	
d	On-call allowances	

3. For the last five years has your employer ever provided you with an end-year bonus?

Please put a tick (✓) in the space next to the right response:

a	YES	
b	NO	

B. Maintenance of Employees

1. To what extent do you consider the provision of the following welfare services by your employer to have contributed to your job satisfaction?

Key:

1= Not at all

2= To a small extent

3= To a reasonable extent

4= To a greater extent

5= To greatest extent

Please choose a number and write in the space next to the welfare service:

a	Housing	
b	Health	
c	Security	
d	Sanitation i.e. clean water, waste disposal etc	
e	Recreational i.e. social clubs, sports etc	
f	Educational	

2. After a duration of how long do you receive protective clothing from your employer?

Please put a tick (✓) in the space next to the right response:

a	Never	
b	Once a year	
c	Twice a year	

d	Once after every two years	
e	Only when pushed by the Union officials	

3. How would you describe your condition of work in relation to the following items? :

Key:

1= Excellent 2= Very Good 3= Good 4= Fair 5= Poor 6= Very Poor

Please choose a number and write in the space next to the item:

a	Ventilation	
b	Office Space	
c	Furniture	
d	Machines and Office equipment	
e	Lighting	

C. Communication between the employer and the employees

1. How often does the management hold meetings with the employees?

Please put a tick (✓) in the space next to the right response:

a	Never	
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b	Only in case of an emergency	
c	Once in a while	
d	Regularly	
e	All the time	

2. How do you always receive official information from the management?

Please put a tick (√) in the space next to the right response:

a	Told by the bosses directly	
b	Memos posted on the notice board	
c	Union leaders	
d	Work mates	
e	Never receive any communication	

3. Do you receive feedback or any form of appreciation from your boss on your performance?

Please put a tick (√) in the space next to the right response:

a	YES	
b	NO	

D. Employee-Employer Relations

1. How would you describe the relationship between you and your employer?

Please put a tick (✓) in the space next to the right response:

a	Very bad	
b	Bad	
c	Good	
d	Better	
e	Best	

2. To what extent have the following employer-employee relations aspects contributed to your job satisfaction?

Key:

1= Not at all

2= To a small extent

3= To a reasonable extent

4= To a greater extent

5= To greatest extent

Please choose a number and write in the space next to the aspect:

a	Grievance handling procedure	
b	Disciplinary actions	
c	Collective Bargaining Agreement	
d	Conflict/Dispute resolution	

3. Are you contented with the Company's policies and procedures?

Please put a tick (√) in the space next to the right response:

a	YES	
b	NO	
c	DON'T KNOW	

Thank you for your co-operation