FACTORS INFLUENCING JOB SATISFACTION AMONG NUTRITIONISTS IN NAIROBI COUNTY

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DECLARATION

This research project is my original work and has not been presented to any university for academic award

Sign……. Date……..

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D61/75788/2009

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

Sign…… Date……

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Supervisor

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DEDICATION

I dedicate this research project to my husband Cyrus, for his support and encouraging me during this process. Thank you for keeping me motivated when I felt like giving up. To my children Darryl and Teagan, this is but a foundation for you; may you go to greater heights. I will remain forever grateful.

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ABSTRACT

Organizations view employees as the principle source of improvement and the only way for it to achieve its goals. On the basis of the premise that employees are the most valuable asset available to an organization, health care institutions are not an exception to the challenge of providing an enabling work environment that enhances the satisfaction of nutritionists and one that further enhances the attraction and retention of well trained and motivated nutritionists. In the recent past the Kenyan health sector has been hit by mass exodus of nutritionists among other health workers in search of better opportunities in first world countries. This raises a concern as Kenya loses many needed personnel that it has invested in terms of training to other nations. This study therefore sought to answer the question: what are the factors that influence job satisfaction among nutritionists in Nairobi? The study adopted a descriptive survey design and the population was the nutritionists in Nairobi. Data collection was done using a self-administered semi structured questionnaire. A sample of 50 nutritionists was identified and 42 completed questionnaires were received. Data was analyzed using a social statistics package and presented in the form of tables and charts. The findings of the study reveal that majority of the respondents were females aged between 30-39 years who have attained university's degree level of education. The findings show that more than half of the respondents who participated in the study have worked in nutrition industry for more than 3 years. The study indicates that organization policies and procedure induction has not been satisfactory. Majority of respondent are not content with the current level of compensation and there is poor autonomy and interpersonal relation. The study revealed that there is poor communication both from managers to employees and from employees to managers, no good communication among employees themselves. Majority of the nutritionists stated they were not aware of advancement opportunities that existed in the organization. The study concludes that organization policies and procedure, compensation, autonomy and interpersonal relationship, communication, advancement, work load, training and development are the main factors that influence job satisfaction among nutritionist in Kenya. The research suggests that organization policies and procedures need to be well communicated to employees in order to achieve organization objectives. The study further suggests that the nutritionists ought to be empowered to make autonomous decisions to a greater degree than is currently observed. The research also suggests that more avenues of training ought to be sought to ensure efficiency and effectiveness of the nutritionists. The study sought to assess the level of job satisfaction of nutritionists in Nairobi county, however there is need to replicate this study in different counties to find out the similarities and differences in nutrition practice across the country.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The primary concern of an organization is its viability hence its efficiency (Brown and Yoshioka, 2003). Effective functioning of any organization requires employees to learn to perform their jobs at a satisfactory level and that the organizations provide opportunities for the continued development and training of employees not only on their jobs but also develops them for other jobs which they may later be considered for. A well run organization sees the individual employee as the rood source of quality and productivity gains. Organizations view employees as the principle source of improvement and the only way for it to achieve its goals. An effective organization will make sure that there is a spirit of cooperation, a sense of commitment and satisfaction among its workers within its sphere of influence (Banjoko, 2005).

There is a growing need to strengthen health systems in developing countries to help meet the Millennium Development Goals (MDGs). It is widely accepted that a key constraint to achieving the MDGs is the absence of a properly trained and motivated workforce and improving the retention of health workers is critical for health system performance. African countries need at least 1 million additional workers in order to offer basic services consistent with the MDGs. Instead, these countries are affected by health worker loss crippling already fragile health care systems (Chen and Boufford, 2005) The HIV/AIDS epidemic is compounding the problem by creating a stressful environment for health workers through increased workloads, exposure to infection and reduced morale.

Specific employee attitudes relating to job satisfaction and occupational commitment are of major interest to the field of organizational behavior and the practice of human resources management in health care. On the basis of the premise that employees are the most valuable asset available to an organization, health care institutions are not an exception to the challenge of providing an enabling work environment that enhances the satisfaction of nutritionists and one that further enhances the attraction and retention of well trained and motivated nutritionists. Low motivation has a negative impact on the performance of individual nutritionists, facilities and the health system as a whole (Inke and Imhoff, 2006).Health worker loss can compromise health system capacity to deliver adequate care as the more experienced workers migrate because their skills are highly desired. Staff shortages increase workloads and stress levels, further de-motivating remaining staff. To cope with increased workload staff sometimes lower their standard of care. Health worker migration is not confined to external movement. In-country migration, from rural to urban and from public to private sector, is also creating problems with the rural areas worst affected leaving these both understaffed and the staff who are there are often under qualified. The way nutritionists in health care institutions perceive their jobs impact their satisfaction and hence enhance motivation.

1.1.1 Job Satisfaction

Job satisfaction describes how content an individual is with his or her job. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. He emphasizes in this definition the importance of both affect, or feeling and cognition, or thinking. Vroom in his definition of job satisfaction focuses on the role of the employee in the workplace.

Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). One of the most often cited definitions on job satisfaction is the one given by Spector (1997) according to who job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation. Additionally, job satisfaction has emotional, cognitive and behavioral components (Bernstein & Nash 2008). The emotional component refers to the feelings one has for the work, including boredom or anxiety. The cognitive component of job satisfaction refers to ones beliefs about the work such as challenging or mentally demanding. The behavioral component includes the person's actions in relation to their work such as tardiness or absenteeism.

The earliest works on job satisfaction were the Hawthorne studies of 1924 to 1933. These studies showed that slight changes in the work environment temporarily increased productivity through the Hawthorne Effect. The studies however identified that other factors influence the behavior of people in the work place. Job performance improved because of the novel effect but when that wore off, the productivity of the workers returned to earlier levels. Taylor (1911) in his Principles of Scientific Management argued that there was a single best way to perform a certain task. This led to the change to assembly lines and hourly pay from piece work and skilled labour. However, the increase in productivity was coupled with high levels of exhaustion and dissatisfaction among workers leading to further investigation on job satisfaction.

Armstrong (2008) defines “morale” as the extent to which an individual’s needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total work situation. Other definitions stress the group aspect of morale. He further suggests that morale is a feeling of being accepted by and belonging to a group of employees through adherence to common goals. He distinguishes between morale as a group variable, related to the degree to which group members feel attracted to their group and desire to remain a member of it, and job attitude as an individual variable related to the feelings employees have about their job. (p.264)

1.1.2 Factors Influencing Job Satisfaction

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals fail or succeed in their work. Thomson and Phua (2012) state that affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is usually defined as being a more objective and logical evaluation of various facets of a job. As such, cognitive job satisfaction can be uni-dimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. Armstrong (2008) states that discretionary behavior which helps the firm to be successful is most likely to happen when the employee is well motivated and feel committed to the organization and when the job gives them high levels of satisfaction. Studies have

found that the key factors affecting job satisfaction were career opportunities, job influence, teamwork and job challenge.

1.2 Nutritionists in Kenya

After independence there were no trained nutritionists that educated the community on the importance and practice of proper nutrition. This area was left to the community health workers and nurses in the clinics and was often viewed as health education. It was in the 1980s that the government saw the need to have specially trained professionals to educate the public on the need to have proper nutrition. The initial nutritionists were nurses but later on, the University of Nairobi and Kenyatta University began to train and graduate Nutritionists within the School of Applied Human Sciences and Health Sciences respectively. Currently several colleges and universities offer certificate, diploma, degree and post-graduate courses that are regulated by the Department of Higher Education within the Ministry of Education (Commission for Higher Education, 2013).

The practice of nutritionists in Kenya is regulated by the Nutritionists and Dieticians Institute that was set up by the Parliamentary Act 18 of 2007 (Kenya Gazette, 2007). It is non-profit making body, mandated to provide Training, Registration and licensing, providing for the regulations of the standards and practice of the profession and ensuring effective participation in matters relating to Nutrition and Dietetics and any other connected purposes. It requires all nutritionists in the country to register with the board so as to practice legally. A nutritionist is defined as a person who advises on matters of food and nutrition impacts on health. Nutritionists work in various capacities in the field of healthcare, foodservice, corporate setting, and

educational arenas. Nutritionists tend to be more community based in their approach. In the recent past the health sector has been hit by mass exodus of nutritionists among other health workers in search of better opportunities in first world countries. This raises a concern as Kenya loses many needed personnel that it has invested in terms of training to other nations. This raises the question of what are the factors that influence job satisfaction among nutritionists in Kenya and what can be done to improve their work conditions.

1.3 Research Problem

Occupational satisfaction trends among nutritionists can affect health sector performance and influence work productivity, work effort, employee absenteeism and staff turnover. Job satisfaction is considered a strong predictor of overall well-being as well as a good indicator of intentions or decisions of employees to leave an occupation. The health sector has significant effects on the people who work init and some of these effects are reflected in how people feel about their work. Variables that have been established to influence job satisfaction include the work environment, organizational policies and procedures, work place relationships and individual traits of the employees. Employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees are more satisfied. However, employees should 'be happy in their work, given the amount of time they have to devote to it throughout their working lives'. (Nguyen et al, 2003). One of the most pressing problems facing the health sector today is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement and commitment.

Nutritionist's performance is critically dependent on worker motivation, with service quality, efficiency, and equity, all directly mediated by workers' willingness to apply themselves to their tasks (Kumar et al, 2013).The effectiveness and efficiency of nutrition programs whether in the community or in hospital settings, depends on the performance and retention of frontline nutritionists. Job satisfaction among nutritionists has a great impact on quality, effectiveness and work efficiency and at the same time on health care costs. It is however worth noting that Kenya just like other developing nations has faced an exodus of nutritionists among other health workers from the country and the profession to the corporate world within and outside the country (Inke and Imhoff, 2006). There are diverse factors that influence nutritionists' decisions to work in the private sector, urban centre or to migrate abroad. They either push nutritionists away or pull them towards the private sector, corporate world or destination country. Nutrition migration has been shown to be motivated by the need for professional development, better quality of life and personal safety (Kingma, 2001).

Inke and Imhoff (2006) among others have carried out studies that have pointed to factors affecting job satisfaction and intention to leave among doctors and nurses in developing nations. They found that career development, pay and supervision being the key factors that contributed to job satisfaction among doctors and nurses. Odhiambo (2011) carried out a study on job satisfaction among teachers in Rachuonyo South District. The researcher's results were that the teachers were satisfied with supervision however, they complained about their pay. Wangui (2011) carried out a study on job satisfaction among employees at the Ministry of Home affairs and discovered that many of the workers valued the training facilities afforded

by the Ministry. Gichohi (2009) carried out a study on job satisfaction among employees at the Government Press and found that co-workers played a key role in the satisfaction of workers. Visser (2012) conducted the only known study on dieticians in South Africa and discovered that though their satisfaction was high, they felt undermined by coworkers especially doctors and nurses. To the best knowledge of the researcher, no study has been done on factors influencing job satisfaction among nutritionists in Nairobi. Thus, there exists a gap that this study will seek to fill. This study therefore seeks to answer the question: what are the factors that influence job satisfaction among nutritionists in Nairobi?

1.4 Research Objective

To determine the factors that influence job satisfaction among nutritionists in Nairobi.

1.5 Value of the Study

The outcome of this research will enable the government, Kenya Nutritionists and Dieticians Institute together with the health sector plan and develop job designs and work environment that will enhance the job satisfaction and hence performance of nutritionists. This will enable them respond to employee issues and challenges and formulate strategies to mitigate them.

It is hoped that this study will add more knowledge in the area of job satisfaction, especially indicating what evidence is in regard to the factors that influence it. Results of this study will also facilitate further study by providing a base for collection information. Academicians can use the recommendations from this research as basis to carry out further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature related to the study in line with job satisfaction, the theories of job satisfaction and tools used to measure job satisfaction. The chapter further develops the factors that influence job satisfaction.

2.2 Theoretical Foundation of the Study

Various models have been constructed to explain what influences people to be satisfied with their job. Some studies view it as a consequence of some factors (Lawler, 1973) whereas other theories view it as an outcome of some factors (Locke, 1976). Some of the models include:

The Discrepancy theory as premised by Lawler (1973) was the result of the difference between an actual outcome an individual and some other expected outcome level. A comparison in which an outcome level was lower than the expected outcome level would result in dissatisfaction (Lawler, 1973) Inputs and outcomes were the proposal of the equity theory (Mowday, 1992). Employees evaluated their inputs and outcomes by comparing them with those of others. Equity existed if the ratio of the inputs and outcomes was similar to that of other individuals. However, inequity existed if the ratio of the inputs and outcomes were perceived to be unequal to the ratio of other individuals. Perceptions of equity were associated with job satisfaction while perceptions of inequity were associated with job dissatisfaction.

The motivator-hygiene theory has been credited with advancing research on job satisfaction. The premise of the theory (Herzberg et al, 1959) was that jobs had specific factors which were related to job satisfaction or dissatisfaction. The five factors that were thought to facilitate job satisfaction were achievement, recognition, work itself, responsibility and advancement. They also proposed that five other factors were determinants of job dissatisfaction and these were policy and administration, supervision, salary, interpersonal relations and working conditions. While this model has generated much research, researchers have failed to prove empirically the model, leading to Hackman & Oldham suggesting it may have been a methodological artefact. The theory also fails to consider individual differences, predicting that all employees will react in an identical manner to changes in motivational or hygiene factors. The model has been criticized that it does not specify the measurement of motivational and hygiene factors.

Hackman and Oldham (1980) premised that a job characteristic is an aspect of the job that generates ideal conditions for high levels of motivation, satisfaction and performance. They further proposed that all jobs should have five characteristics: skill variety, task identity, task significance, autonomy and feedback. These job characteristics were premised to impact on three critical psychological states; experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results. They also defined four personal and work outcomes which are internal work motivation, growth satisfaction, general satisfaction and work effectiveness. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the Job Characteristic Model.

Judge et al (1998) argued that there are four core self-evaluations that determine ones disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control and neuroticism. This model states that the more self-esteem (the value one places on his or her self) one has and general self-efficacy the more job satisfaction they are likely to experience. They found that core self-evaluation correlates to employee job satisfaction. The primary cause of the relationship being the job itself, thus the most important situational effect on job satisfaction-the job itself- is linked to what may be the most important personality trait to predict job satisfaction-core self-evaluation.

2.3 Factors Influencing Job Satisfaction

The earliest works on job satisfaction were the Hawthorne studies of 1924 to 1933. Since then the area of job satisfaction has been one of the most studied areas of organizational behaviour. Several factors have been identified as influencing job satisfaction. However, it is argued that further studies are coming up with new variables. The studies have been consistent in establishing correlations between certain variables and job satisfaction. Some of the variables include:

2.3.1 Compensation

According to Gupta (2004) when all other factors are held constant, higher pay and better opportunities lead to higher satisfaction. Towers Perrin (2003) found the importance of pay varies by objective. Competitive base pay ranked second and pay raises based on individual performance ranked eighth for attracting employees. Competitive base pay ranked sixth in retaining employees. According to Towers pay is probably more important in job choice than in decisions to quit, in part because pay

is one of the few characteristics people can know with certainty before taking a job. In contrast, once a person has been on the job for a while, other factors (such as quality of supervision) come into play. Another general explanation for the importance of pay is that pay is frequently used as a yardstick for social status and personal accomplishment Vis à Vis others, particularly among high achievers (Trank et al 2002). Status- and accomplishment-based signals associated with compensation appear to be particularly sensitive to relative pay, or pay comparisons, rather than absolute levels of pay. Similarly, Taylor (1911), advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment and eventually satisfaction. Banjoko (1996) states that many managers use money to reward or punish workers. This is done by rewarding employees for higher productivity by instilling fear of loss of employment. The desire to be promoted and the extra pay that comes with the promotion can also motivate workers.

2.3.2 Supervision

Inke et al (2006) found that employees within a hospital criticized the low frequency and irregularity of supervision as well as the top-down approach used by supervisors. Supervision that involved discussions of health workers' conduct in the presence of patients was seen as particularly demotivating. Despite these, the employees considered supervision useful and desirable to the extent that it helped improve personal performance, to avoid mistakes and to update knowledge. Gupta (2004) concurs suggesting that considerate supervision tends to improve job satisfaction among workers. The opportunities accorded to workers to participate in decision making processes may lead to higher job satisfaction. Supervisors should thus use positive feedback whenever possible and establish a set means of employee

evaluation and feedback so that no one feels singled out or left out. Supervision practices are an important factor that influences employees' job satisfaction. The way in which subordinates perceive supervisors behaviour can positively or negatively influence job satisfaction. An employee who feels that his superior is constantly trying to find fault with him or antagonizes him, will have low levels of satisfaction. Studies consistently provided opinions from health workers who stated that their supervisor's management and leadership skills were inadequate and this led to de-motivation of the workforce (Chen and Boufford, 2005). Skilled managers have the ability to motivate their employees, however often in resource-poor institutions, management roles are assigned to staff who are not adequately trained. Effective managers are also responsible for lobbying on behalf of health workers and without their commitment factors affecting health worker motivation will not be identified or addressed.

2.3.3 Job Enrichment

Job enrichment is an attempt to motivate employees by giving them opportunity to use the range of their abilities. Herzberg (1950) states that a well enriched job should contain a range of challenges of varying difficulties, meaningful tasks, feedback, encouragement and communication. A study by Parsons and Broadbride (2006) set out to confirm Herzbergs Two Factor Theory and its effect on motivation within a retail setting. The researchers found that intrinsic factors such as responsibility, self-development and personal recognition increased job satisfaction and work motivation. Lambrou et al (2007) found that job attributes that encompass intrinsic motivators such as decision-making, creativity and skill exploitation appeared to motivate doctors more than nurses and specifically the respondents in managerial positions.

Weiner (2000) found that the nature of work itself, encompassing job challenge, autonomy, variety and scope was one of the best predictors of overall job satisfaction as well as other important outcomes like employee retention. Thus to understand what causes people to be satisfied with their jobs, the nature of the work itself should be the beginning point for human resource practitioners.

2.3.4 Autonomy

Autonomy in the workplace refers to how much freedom employees have while working. For some organizations, autonomy means employees are allowed to set their own schedules. In other organizations, autonomy means employees can decide how their work should be done. Job autonomy enhances performance because workers with high job autonomy will perceive that he/she trusted to perform the task. This perceives positively effects their intrinsic motivation and the effectiveness in working. Workers that given high autonomy will feel that the results of their job are determined by their efforts, actions and decisions so, they will feel more satisfied. Gellatly and Irving (2001) found positive effect of perceived autonomy on contextual performance. Managers who report greater autonomy in their work have a better performance than managers who report lower autonomy. They argue that autonomy enhances job performance and hence satisfaction because they perceive themselves capable and more resourceful in performing the task. Psychologically, the employee will more motivated to do the best and leading to enhanced job satisfaction. Therefore, a positive linkage is hypothesized between job autonomy and job performance. In addition, the feeling of job personal responsibility leads employees to develop favourable affective and behavioural reactions to their job thereby increasing job satisfaction. Bandura (1997) premised that individuals with high self-efficacy will

have greater job satisfaction because the feelings of competence and confidence that accompany self-efficacy make the job more enjoyable.

2.3.5 Interpersonal Relations

Co-worker support has the ability to make a working environment a pleasure or an unpleasant place to spend ones time. There have been a number of studies done previously on social support in the workplace, in particular concentrating on supervisor support. As Hodson (1997) convincingly argued, the social relations of the workplace may make a key contribution to employees' job satisfaction, productivity and well-being. Co- worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou & George, 2001). Co-worker support can also provide or fail to provide a basis for solidarity and united resistance to management. An opposing view to the research stated above is that co-worker support could in fact have negative interpretations. Co-workers' behaviours may be viewed as political or self- enhancing and therefore it may not always be associated with constructive work attitudes. Accepting support from co-workers may suggest incompetence on behalf of the person accepting the support. Specifically, because peers are usually regarded as equal, support from co-workers may suggest a lack of ability or independence (Ng & Sorenson, 2008).

Jex (2002) uses Festinger's Social Comparison Theory to explain that employees look to co-workers to make sense and develop attitudes towards their work environment. Thus if employees see other workers being positive and satisfied with their work they are more likely to be positive as well. He also uses this theory to explain that new

hires can also be “tainted” during the training and socialization processes if they are placed around employees who are dissatisfied. Coordination also becomes difficult when interpersonal relationships are strained and this affects the team work as well as the satisfaction among individual employees. Harmer and Findlay (2010) suggest that the quality of co-worker relationships significantly positively impact on overall job satisfaction. They found that more than half of the variability in overall job satisfaction in their study was accounted for by the quality of one’s co-worker and direct supervisor relationships. They further premisethat greater employee cohesiveness and the prevalence of workplace friendships resulted in reduced turnover intentions.

2.3.6 Organizational Policies

Organizational structure and polices play an important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among employees as opposed to an open and democratic structure. It’s been argued that liberal and fair policies usually result in more job satisfaction. Strict polices will create dissatisfaction among employees (Welowski and Mossholder, 1997). Organization procedures and polices used to make important work decisions are seen as very important determinants of job satisfaction. Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction. Therefore, fairness and clarity are important and can go a long way in improving employee attitude. For example, if a company has a policy for lunch breaks that are the same length and time for everyone, employees will see this as the norm and it will help cut down on wasted time and low productivity. If decision makers are courteous, give feedback and opportunities for self-expression and discuss decision making procedures with

subordinates, to be more satisfied with their jobs. If supervisors do not exhibit these traits because of demographic differences, there is greater potential for subordinates to develop perceptions of unfair treatment. Subordinates who must continue in such an environment with autocratic superiors may engage in emotionally exhausting exchanges and emotional exhaustion is an indicator of burnout (Spector, 1997)

2.3.7 Workload

Awang (2010) found that the amount of workload assigned to lecturers in a university did have a significant impact on their job satisfaction levels. The high volume of workload was one of the reasons that academic staff was not satisfied with their jobs. Satisfaction among nurses was found to also be impacted by the high demands of their jobs. A study by Kekana (2007) among South African nurses found that long working hours and increased demands on their time being a factor that affected their satisfaction. The employee workload thus needs to be considered in order to achieve a reasonable level of satisfaction in order to enhance employee loyalty and a promising organizational performance. Workload characteristics such as number of patients seen per week or time spent on administrative work have been found to be associated with job satisfaction.Visser et al (2011) found that the younger generation of registered dieticians reported being overworked and under staffed. Increased demands on staff were associated with increased stress and decreased levels of job satisfaction among the dieticians. High workload and job stress were further linked to have negative impact on health worker practice and increase the risk for occupational health hazards. Higher workload among health workers also leads to lowering of standards of care (Kingma, 2001).

2.3.8 Communication

Communication plays a vital role in designing the rules, regulations and responsibilities and presenting them to members of the organization. Employees need to understand and coordinate their work activities if they are to complete the task and complete it properly. Victor (2012) premises that an element of a good relationship with management is evidenced through effective communication. When there are open lines of communication supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with proper direction. Gupta (2004) supports that communication plays a major role in one's job satisfaction which usually measured in multidimensional terms. Gupta explains this role as "how an employee perceives a supervisor's communication style, credibility, and content as well as the organization's communication system will to some extent influence the amount of satisfaction (morale) he or she receives from the job"

2.3.9 Advancement

Whitmore (2002) suggests that in order to create a climate for creativity among employees, recognition must be given the importance of two human needs that rise above all others and exist independent of race, creed and culture- the need for self-belief and the development of emotional intelligence; and the ever present need that every human being has for a sense of meaning and purpose in their lives. Gupta (2004) states that promotions are an important aspect of a worker's career and life, affecting other facets of the work experience. They constitute an important aspect of workers' labour mobility, most often carrying substantial wage increases and can have a significant impact on other job characteristics such as responsibilities and

subsequent job attachment. These findings have also come through in the job satisfaction literature, showing that relative wages can be equally or more important to worker satisfaction than absolute income. Visser et al (2011) found that lack of opportunity for promotion was another strong reason for leaving the dietetic profession. Lack of promotion or progression was found to stifle achievement and dampen job satisfaction. An emphasis on career development would make employees view their jobs and their employers with a positive attitude.

2.3.10 Achievement of Set out Targets

Herzberg (1966) premises that most individuals want to do a good job. Thus it is the job of management to find and place employees in positions that utilize their talents and skills. Clear achievable goals and standards for each position should be set. Employees should also receive regular feedback on their performance. Kumar and Singh (2011) found that achievement of work motivation positively and significantly related to skill variety and task variety. Achievement was also correlated to feedback from self. Involving employees in decision making or giving employees' special designations or titles, along with occasional performance bonuses, helps them value the need for achievement. When achievement needs are combined with affiliation needs the employee may become an effective manager or team leader and can help co-workers develop their need for achievement.

2.3.11 Personal Attributes

Visser et al (2011) found an analysis of the demographic variables in relation to the level of job satisfaction identified age only as having a significant positive correlation. As age increased, so did the overall job satisfaction with those between the ages of

40-49 experiencing the highest levels of job satisfaction. Hofstede (2001) came to the conclusion that while men's concerns are mostly earnings, promotion and responsibility, women value friendly atmosphere and usually concern prestige, challenge, task significance, job security, co-operation and their work environmental conditions. Clark (1997) examined the relationship between job satisfaction and gender. His study found women to be more satisfied than men. Generally, it has been argued that women are more satisfied that men. However, the results of other gender studies have been contradictory. Others have found men to be more satisfied than women.

2.4 Measurement of Job Satisfaction

Researchers have come up with various measures to assess job satisfaction these include: the job satisfaction survey (JSS), Spector (1985), the Job Descriptive Index (JDI), the Minnesota satisfaction questionnaire (MSQ),) among others. The Brief Index of Affective Job Satisfaction (BIAJS) is a 4-item, overtly affective as opposed to cognitive, measure of overall affective job satisfaction. The Brief Index of Affective Job Satisfaction differs from other job satisfaction measures in being comprehensively validated not just for internal consistency reliability, temporal stability, convergent and criterion-related validities, but also for cross-population invariance by nationality, job level, and job type. Reported internal consistency reliabilities range between .81 and .87 (Thomson and Phua, 2012).

The Job Descriptive Index (Smith et al 1969),is a specifically cognitive job satisfaction measure. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, co-workers, supervision, and the work itself. The scale is

simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job (Weiss et al, 1967). Three forms are available: two long forms (1977 version and 1967 version) and a short form. The Minnesota Satisfaction Questionnaire provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. The Minnesota Satisfaction Questionnaire is useful in exploring client vocational needs, in counselling follow-up studies, and in generating information about the rein forcers in jobs. The Minnesota Satisfaction Questionnaire is a paper-and-pencil inventory of the degree to which vocational needs and values are satisfied on a job. The Minnesota Satisfaction Questionnaire can be administered to groups or to individuals, and is appropriate for use with individuals who can read at the fifth grade level or higher. All three forms are gender neutral. Instructions for the administration of the Minnesota Satisfaction Questionnaire are given in the booklet. The Minnesota Satisfaction Questionnaire Long Form requires 15 to 20 minutes to complete. The Short Form requires about 5 minutes. Unless the 15 to 20 minutes required for the Long Form is impractical, it is strongly recommended that the Long Form be used, as it provides much more information for the short additional administration time required.

Job Diagnostic Survey was developed by Hackman and Oldham (1974) and it measures both overall and specific facets of job satisfaction. There are three dimensions of overall job satisfaction which includes general satisfaction, internal

work motivation, and growth satisfaction, which are combined into a single measure. The facets which are measured on the survey include security, compensation, co-workers, and supervision.

Job Satisfaction Index -Schriescheim and Tsue, (Field, 2008) developed this measure. It consists of six items that form and index which determines overall job satisfaction. The items are the work, supervision, co-workers, pay, promotion opportunities, and the job in general.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used for the study. These include research design, population, sample, data collection and data analysis.

3.2 Study Design

The study adopted a descriptive survey design which according to Churchill (1991) is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The study aimed at collecting information from respondents on the factors affecting job satisfaction among nutritionist in Kenya. Khan, (1993) recommends descriptive survey design for its ability to produce statistical information about aspects of education that interest policy makers and researchers. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification. According to Mugenda and Mugenda (2003) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. The design was chosen for this study due to its ability to ensure minimization of bias and maximization of reliability of evidence collected.

3.3 Population

The population who were targeted comprised of all registered nutritionists. A membership list was obtained from The Kenya Nutritionists and Dieticians Institute that currently has 2000 registered members. (KNDI, September 2013). The study targeted the Nairobi County which comprises of 240 nutritionists. Nairobi was selected as the study site due to proximity to the researcher, time available for research and budgetary constraints.

3.4 Sample Design

A convenience sample of 50 nutritionists was used as a representative of the whole population .The research uses a 5% margin of error, therefore, 50 respondents were targeted by the use of questionnaires. Simple random sampling was adopted for this study by use of random numbers generated by a computer program. To enable the researcher generalize findings to the whole population, a total of 50 nutritionists was used. Statistically, in order for generalization to take place, a sample of at least 30 must exist (Wiersma, 2005).

3.5 Data Collection

The study collected both primary and secondary data. Primary data was collected from respondents using a self administered questionnaire. The questionnaire comprised of two sections. Section one collected data on the demographic characteristics of the respondents. These included; gender, age, marital status, length of service, highest level of education and the respondents' current location of work. Section two dealt with the specific factors that influence job satisfaction that were clustered into similar groups. The questionnaire was distributed to respondents by

sending out emails. Each respondent selected was given a brief on how to fill in the questionnaire. The study used questionnaires because it is less costly and less time consuming. To complement the primary data secondary data was obtained from previously completed studies conducted on nutritionist populations. The secondary data was collected from nutrition and scientific journals and included the research of job satisfaction among nutritionists in South Africa by Victor (2002) and that by Visser (2011).

3.6 Data Analysis

The process of data analysis involved data clean up. The data was then coded and checked for any errors and omissions (Kothari, 2004). Descriptive statistics were analyzed and reported to describe the sample characteristics and the research variables (gender, age, marital status and years of service). A factor analysis was conducted to determine the factors that are most to influence job satisfaction as well as to determine the items that load onto each factor. The mean over the items in each factor was calculated then listed in relative importance. The mean of each factor was then compared using a Friedman test to verify if the differences were significant and to also determine which the most important factor was. The data presented in the form of frequency tables, charts and percentages were used to present the findings. The responses from the open-ended questions were listed to obtain proportions appropriately and the response then reported by descriptive narrative.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter contains the response rate and the demographic characteristics of the respondents. The first section looks at the demographic characteristics of the respondents. The second section looks at the specific factors that affect job satisfaction in nutrition industry in Nairobi County. The data has been presented in tables and charts. The responses were analyzed using descriptive statistics.

4.2 Demographic Information

4.2.1 Response Rate

Out of 50 questionnaires which had been administered to the interviewees, 47 of them were returned for analysis, 4 were incomplete and thus not fit for analysis. This translates to 88.7% percent return rate of the respondents. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for analysis and reporting; 60% response is rated as good, while a response rate of 70% and above is rated as excellent. The response rate can thus be considered to have been very high as shown in Table 4.1.

Table 4.1: Response rate

Response rate	Percentages
Issued	100%
Returned	88.7%
Not returned	11.3%

4.2.2 Gender of the Participants

From Table 4.2: it is evident that majority of the respondents who participated in the study were females represented by 66.7% and followed by males at 33.3%.This could imply that the nutrition industry in Kenya is largely dominated by females.

Table 4.2: Distribution of respondents by Gender

Gender	Percentage
Male	33.3%
Female	66.7%
Total	100%

4.2.3 Distribution of Respondents by Marital Status

The table below it reflects that majority of respondents were married 64.3%, single at 31% and divorced at a lower rate of 4.7%. It can be said then majority of employees in nutrition industry in Kenya are married and therefore at the nest stage in life where they are concentrated on building their families and investments.

Table 4.3: Distribution of respondents by marital status

Marital status	Percentage
Married	64.3%
Single	31%
Divorced	4.7%
Total	**100%**

4.2.4 Distribution of Respondents by Age

From the Table 4.4, majority of the respondents who participated in the study represented by 40.7% are aged between (30-39) years and (20-29) years at 33.3%.The table further reveals the rest are aged 41-59 years (25%) and 0% age above (50) years. This could imply that majority of employees in nutrition industry in Kenya are middle aged probably reason being they tend to retain their employees or employ experienced staff from other sectors.

Table 4.4: Distribution of the respondents by age

AGE GROUP	PERCENTAGE
20-29	33.3%
30-39	40.7%
40-49	25%
50 AND ABOVE	0%
TOTAL	**100%**

4.2.5 Distribution of the Respondents by Education Level

The table below 4.5 shows that (42.5%) have attained a degree level of education, (19%) have attained a diploma level of education, (16.7%) have attained masters, (12.3%) have attained a doctorate and the minority (7.1%) has attained post graduate diploma level of education. The findings depict the nutrition industry in Kenya employs well learned professionals who have attained tertiary level of education.

Table 4.5: Distribution of the respondent by education level

Education level	**Percentages**
Diploma	19%
Degree	42.9%
Post graduate diploma	7.1%
Masters	16.7%
Doctorate	12.3%
Total	**100%**

4.2.6 Length of Service

Table 4.6 shows that (28.6%) of the respondents have been in the nutrition industry for 4-6 years. The table further reveals that 23.8% have been in the industry for 15 years and above, 21.4% for 1-3 years, 16.7% for 6-10 years and a minority of 9.5% for 11-15 years. The finding could give an implication that the nutrition industry in Kenya retains its employees and are probably good employers.

Table 4.6: Length of Service

Duration	Percentage
1-3	21.4%
4-6	28.6%
6-10	16.7%
11-15	9.5%
15 and above	23.8%
Total	100%

4.2.7 Distribution of the Respondents by Location of Work

The table 4.7 shows that 40.4% of respondent are work in a hospital, 19% in the community clinics, 16.7% in nutrition specialist clinics, 11.9% in health shop, 9.5% are self-employed and 2.5% work at a gym.

Table 4.7: Distribution of the respondents by location of work

LOCATION OF WORK	PERCENTAGES
Hospital	40.4%
Community	19%
Health shop	11.9%
Gym	2.5%
Nutrition Specialist clinics	16.7%
Self employed	9.5%
Others	0%
Total	**100%**

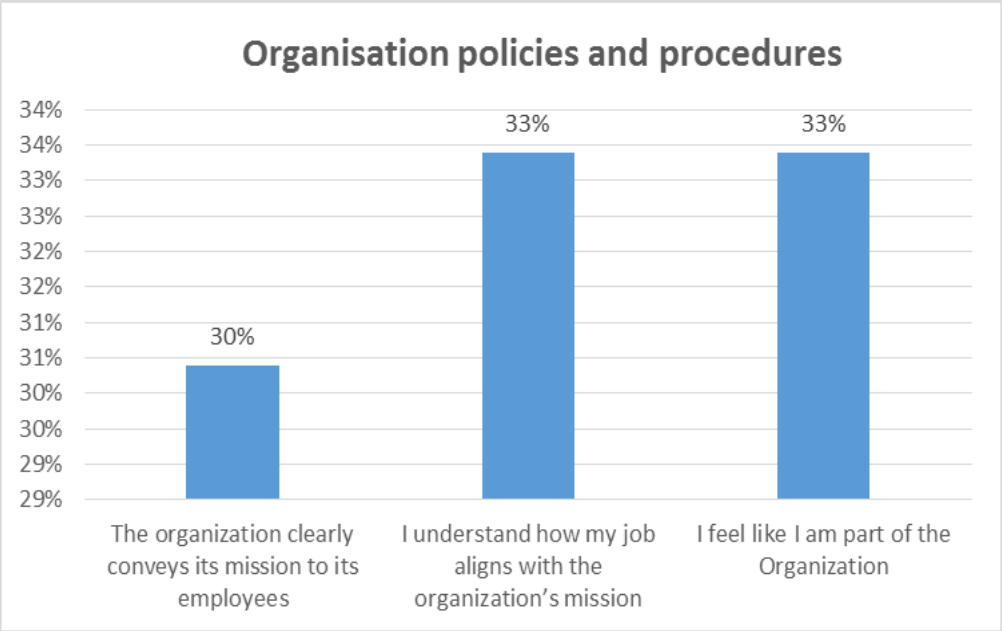
4.3 Factors That Influence Job Satisfaction Among Nutritionists in Nairobi County

The study sought to find factors that affect job satisfaction among nutritionists in Nairobi County. The factors were categorized into; organization policies and procedures, compensation, supervision, autonomy and interpersonal relation, communication and advancement, work load, training and development.

4.3.1 Organization Policies and Procedures

Figure 4.1 reflects the views of respondent on the organization policies and procedure. The figure above reveals that organization policies and procedure is not satisfactory. Only 33% of respondent agree that they job align with the organization mission and they feel part of the organization while a minority of 30% agree that organization clearly convey its mission to its employees. 67% on the other hand are on the contrary opinion on job alignment to organization mission and that they feel part of the organization, 70% of the respondent are of the opinion that organization does not clearly conveys its mission to employees. This could be a seen as a read-out failure of nutrition industry in Kenya.

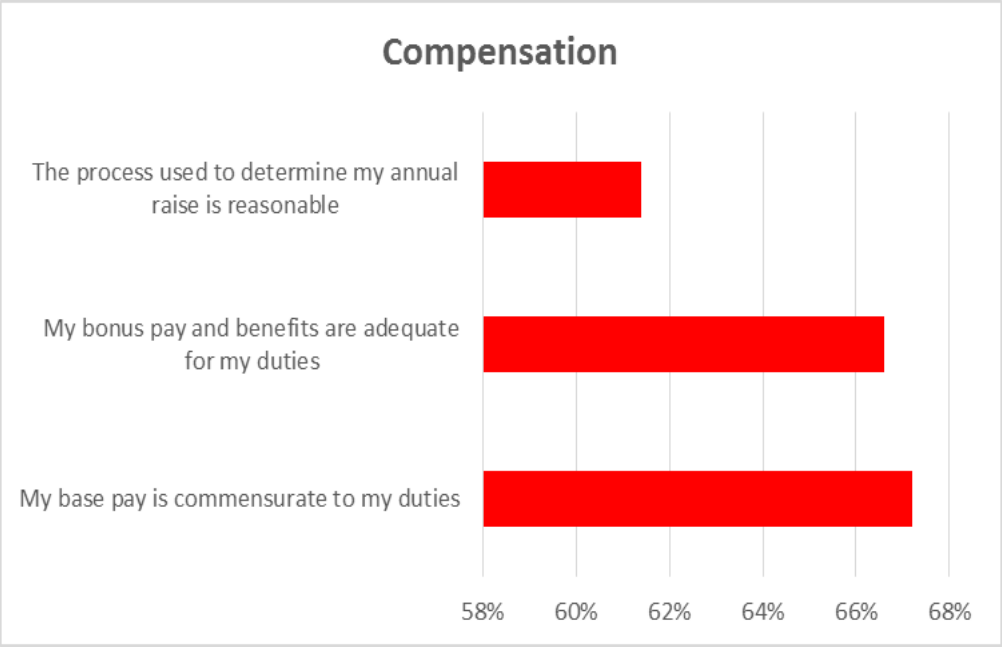
Figure 4.1: organization policies and procedure



4.3.2 Compensation

From the figure, it's clear that the respondent were satisfied with level of compensation to a larger extent.67% of respondent were both satisfied with the bonus pay and benefits and agreed that the basic payment was proportionate to their duties. 61% of the respondent was satisfied with the process used to determine the annual raise. On the contrary to this, 33% of respondent were not satisfied with bonus pay and benefits and disagreed that the basic payment was propionate to their duties.39% of respondent also were not satisfied with the process used to determine the annual raise.

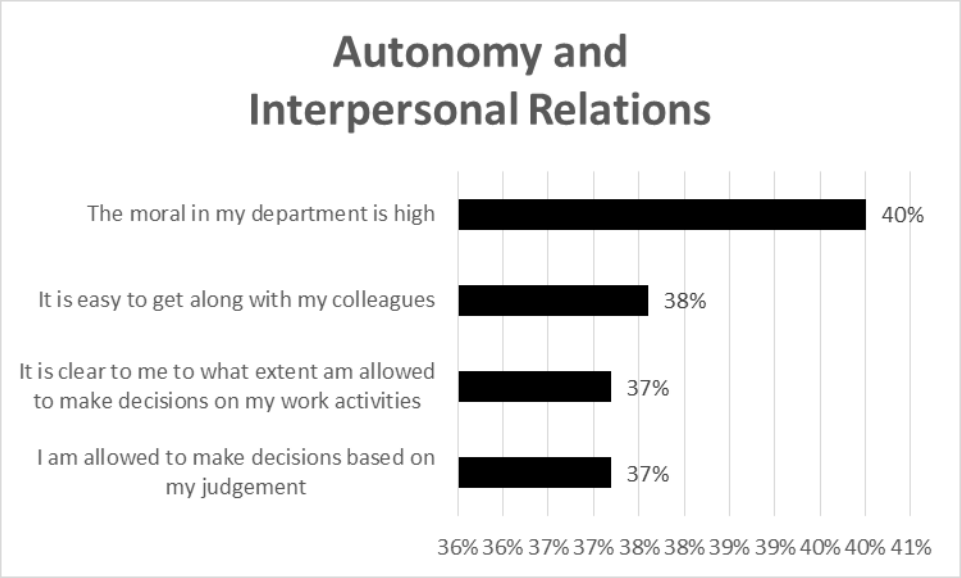
Figure 4.2: Compensation



4.3.3 Autonomy and Interpersonal Relations

The figure below indicates that 40% of respondent agreed that there were higher interpersonal relations in their department. 38% agreed that it was easy to get along with their colleagues. 37% agreed they had freedom to make their decision on work activities and judgment. It's clear that there was not good moral in departments as 60% of respondent disagree, 62% couldn't get along with their colleagues, while 63% cannot make decision and judgment on their work. .

Figure 4.3: Autonomy and Interpersonal Relation



4.3.4 Communication and Advancement

The figure below indicates that more than half of the respondent (51%) agrees that their career path has been clearly explained to them. Of the total respondents 44% think there is good communication from employees to managers and 35% thinks there is good communication from managers to employees.34% are both satisfied with the way they communicate in the departments with their colleagues and that they are aware of the advancement opportunities that exist in the organization. Overall it can be concluded that there was average communication and relationship in the departments as Victor (2012) stated that premises that an element of a good relationship with management is evidenced through effective communication.

Figure 4.4: Communication and Advancement

4.3.5 Training and Development

The figure indicates that 76% of the respondents feel underutilized in their job. 63% feel the amount of work expected from them is reasonable with 52% saying they receive the right amount of recognition for their work. 47% felt they had the tools and resources needed to do their job. 32% of the respondents felt they had both opportunities to enhance their skills through training and they would like to have more training opportunities with only 29% had received adequate training for their on the job.

Figure 4.5: Work load Training and Development

4.4 Factor Analysis

A factor analysis was conducted using the responses from the 47 nutritionists. The aim of the factor analysis was to take the 24 statements from the survey and reduce them to a smaller number of factors that would represent the statements. In order to determine if the data set was suitable for factor analysis, the strength of the statements was tested using Kaiser-Meyer-Olkin (KMO). Pallant (2007) suggests that Bartlett's test of sphericity should be significant to the 5% level and the KMO should exceed 0.6 for factor analysis to be considered. The Kaiser-Meyer-Olkin for this study was 0.75 and the Bartletts test of sphericity was significant at 5% level. This data set was thus deemed appropriate for factor analysis. Of the 27 statements 14 were retained for factor analysis; 10 of the statements were removed due to ambiguity. Several of them

loaded strongly onto more than one factor. The results show that of the remaining 14 factors, 6 loaded strongly onto Factor One, 4 onto Factor Two and 4 onto Factor Three.

Factor One: Supervision and Communication

Factor Two: Equitable Rewards and Autonomy

Factor Three: Training and Career Advancement

Table 4.8: Results of Factor Analysis- Factor Loadings

Factor Loadings			
Statement Number	**Factor 1**	**Factor 2**	**Factor 3**
8	0.599		
9	0.604		
10	0.563		
14	0.306		
16	0.485		
17	0.638		
4		0.549	
5		0.456	
12		0.552	
20		0.448	
23			0.665
24			0.585
27			0.698
26			0.702

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter covers the summary, conclusions and recommendation of the study. This was based on the research findings that is presented and discussed in the previous chapters.

5.2 Summary of Findings

This section comprises of the findings of the study based on both the demographic characteristics and the objective of the study. The findings reveal that 67% of the respondents were married females aged between 30-39 years who have attained university's degree level of education. The findings further reveal that more than half of the respondents who participated in the study have worked in nutrition industry for more than 3 years. The study further goes on to reveal that supervision within the nutrition industry in the county have not been satisfactory.

Many of the nutritionists felt that their supervisors did not communicate adequately what was required of them. The study further reveals that there is low communication both from managers to employees and from employees to managers. Communication among the employees is poor. The respondents felt that they were not made aware of their career path within the organization. While majority of respondents feel content with the current level of compensation, there is however low autonomy and interpersonal relations within the work place.

The respondents felt underutilized in their job, but felt that the work expected of them is reasonable. A very small proportion of respondents are satisfied with the training they have received in their job.

5.3 Conclusions of the Study

On the basis of the above findings, the following conclusions were made for the factors influencing job satisfaction among nutritionist industry in Kenya. The study found out that organization policies and procedures were only known to small extent by the employees. This could be one of the factors that lag the nutrition industry behind, this is because for a success to be achieved in the organization employees must be aware of policies of the organization i.e. feel part of the organization, know the organization mission and how it align to their assignment.

The study further reveals that majority of employees were satisfied with the compensation, this could be among the greatest motivators of employees. Freedom of employees i.e. autonomy and interpersonal relationship, being able to make their own decision was poor; this could the destroyer of employees motivation and efficiency to do the job. Gellatly and Irving (2001) found that there was positive effect of perceived autonomy on contextual performance which is lacking in the industry.

Communication and advancement was not doing well either, for organization to achieve its mission flow of information is not negotiable, unlike the study reveals there was bad communication in all levels, this could kill the organization in long-run. Hodson (1997) convincingly argued, the social relations of the workplace may make a key contribution to employees' job satisfaction, productivity and well-being.

Majority of respondent were okay with the job expected of them to do while only a small proportion were satisfied with the training they have received in the organization.

The study concludes that organization policies and procedure, compensation, autonomy and interpersonal relationship, communication, advancement, work load, training and development are the main factors that influence job satisfaction among nutritionist in Kenya.

5.4 Recommendation

On the basis of the above conclusions, the following recommendations were made for the factors that influence job satisfaction among nutritionist in Kenya.

Organization policies and procedures must be well communicated to employees in order to achieve organization objectives i.e. let the employees know the mission of the organization and its meaning, let them also feel part of the organization so that they can be self-motivated, this will increase productivity and consequently growth in the organization.

Freedom of employees to make their own decision based on their judgment is among the greatest motivator of all times. Hence autonomy and interpersonal relationship shouldn't be compromised at all cost. Organizations should let employees have freedom needed to perform.

Communication should be improved at all levels so as information can be received in good time and performance can be made timely. Work to be done should be reasonable and more importantly proportionate to the level of compensation. Organization shouldn't overwork their employees.

Lastly training and development should be a continuous process to equip employees with necessary skills and emerging issues and should not be felt as a cost but a benefit. In order to keep some human aspect for interaction management should have training schedule plans.

5.5 Suggestions for Further Research

This study sought to assess the factors that influence job satisfaction among nutritionists in Nairobi County attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on nutrition in this particular county. There is need to replicate this study in different counties to find out the similarities and differences in nutrition practice across the country. There is further need to assess the factors in the private versus the public nutrition sectors as the study covered both sectors.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

I am a post graduate student undertaking a Master of Business Administration (MBA) at the School of Business, University of Nairobi. In partial fulfilment for the requirement of the course I am undertaking a study entitled **'Factors influencing job satisfaction among nutritionists in Kenya'** and collecting data using the enclosed questionnaire.

You have been selected as one of the respondents and I am therefore kindly requesting you to fill the questionnaire. The information is needed purely for academic purposes and will be treated with utmost confidentiality.

Your cooperation is highly appreciated

Yours Sincerely,

Angela Kibathi.

Appendix II: Questionnaire

Kindly note that the information provided in this questionnaire will be treated with utmost confidentiality.

SECTION 1: DEMOGRAPHIC CHARACTERISTICS

Please tick (√) inside the appropriate box

1. What is your sex?

   ( ) Male

   ( ) Female

2. What is your marital status?

   ( ) Married ( ) Divorced

   ( ) Single ( ) Widowed

3. What is your group?

   ( ) 20-29 ( ) 40-49

   ( ) 30-39 ( ) 50+ years

4. What is your highest level of Education?

   ( ) Certificate ( ) Post graduate Diploma

   ( ) Diploma

   ( ) Master

   ( ) Degree ( ) Doctorate

5. Years of work as a nutritionist

   ( ) Less than a year ( ) 4-6 Years

   ( ) 1-3 Years ( ) More than 6 years

6. What is your work location?

( ) Hospital ( ) Gym

( ) Community ( ) Nutrition Specialist Clinic

( ) Health Shop

( ) Self Employed ( ) Other (Please Specify)

SECTION 2: FACTORS THAT AFFECT JOB SATISFACTION

Please tick (√) inside the appropriate box

7. **Organisation policies and procedures**

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3.Neither agree nor disagree 4. Disagree 5.Strongly disagree

Organisation policies and procedures	**1**	**2**	**3**	**4**	**5**
The organization clearly conveys its mission to its employees					
I understand how my job aligns with the organization's mission					
I feel like I am part of the Organization					

8. **Compensation**

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Compensation	**1**	**2**	**3**	**4**	**5**
My base pay is commensurate to my duties					
My bonus pay and benefits are adequate for my duties					
The process used to determine my annual raise is reasonable					
The vacation time I receive is in line with what I expect					

9. Supervision

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Supervision	**1**	**2**	**3**	**4**	**5**
Overall my supervisor does a good job					
My supervisor actively listens to my suggestions					
It is clear to me what my supervisor expects of me regarding my job performance					
My supervisor evaluates my work performance on a regular basis					

10. Autonomy

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Autonomy	**1**	**2**	**3**	**4**	**5**
I am allowed to make decisions based on my judgement					
It is clear to me to what extent am allowed to make decisions on my work activities					

11. Interpersonal relations

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Interpersonal relations	**1**	**2**	**3**	**4**	**5**
It is easy to get along with my colleagues					
The moral in my department is high					

12. Communication

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Communication	**1**	**2**	**3**	**4**	**5**
There is good communication from employees to managers in the organization					
There is good communication from managers to employees in the organization					
People in my department communicate sufficiently with one another					

13. Work load

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Work load	**1**	**2**	**3**	**4**	**5**
I feel underutilized in my job					
The amount of work expected of me is reasonable					
I have the tools and resources I need to do my job					
I receive the right amount of recognition for my work					

14. Advancement

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Advancement	**1**	**2**	**3**	**4**	**5**
I am aware of the advancement opportunities that exist in the Organization for me					
My career path has been clearly explained to me					

15. Training and development

To what extent do you agree with the following statements?

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree

Training and development	**1**	**2**	**3**	**4**	**5**
I have received adequate training for my job					
I have opportunites to enhance my skills at through training					
I would like to have more training opportunities					

Thank you for your time