INFLUENCE OF GOVERNANCE PRACTICES ON EMPLOYEE JOB SATISFACTION AT TEACHERS SERVICE COMMISSION HEADQUARTERS NAIROBI, KENYA.

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other University.

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DEDICATION

This Research Project is dedicated to my family my dear Husband Benson Ngunga, My sons Kennedy and Kelvin who have tirelessly supported and kept on encouraging me.

ACKNOWLEDGEMENTS

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LIST OF ACRONYMS AND ABBREVIATIONS

DEB   District Education Board

HRM   Human resource management

PDM   Participation in Decision Making

SPSS   Statistical Package for Social Sciences

TSC   Teachers Service Commission

ABSTRACT

The TSC has in the past endeavoured to mitigate employee job dissatisfaction through seminars and workshops (training), team building and interdepartmental transfers, which did not yield much in motivation. The study investigated the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The study was guided by the following research objectives. To determine the influence of employee involvement in decision making on job satisfaction at Teachers Service Commission, To establish the influence of remuneration on job satisfaction of staff at Teachers Service Commission, To establish ways in which the use of commendation letters influence job satisfaction at Teachers Service Commission and To determine the extent to which employee training influences job satisfaction at Teachers Service Commission. The study adopted descriptive survey and case study design. The study targeted the clerical staffs who include the junior and lower cadre staffs like the supervisors from the head office of the Commission A sample of 261 employees or 10% of the target population was considered. The study used questionnaires for data collection. Regression model was used to investigate the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The study found that as employees are more empowered their job stress decreases; that Money is a hygiene factor which doesn't cause job satisfaction, finally the study found that Job satisfaction includes social recognition which consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done.The study recommended that further research should be carried out to find out the hindrances to success in employee job satisfaction. The study concludes that Job satisfaction includes social recognition which consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Job satisfaction has been one of the major areas of interest in both fields of organizational behavior and human resource management practice as it reflects employees' attitudes towards their job and commitment to an organization. Hence, today's managers are compelled to consider the job satisfaction of their subordinates. Managers also have a moral responsibility to provide the employees with a satisfying work environment and they are made to believe that satisfied workers make positive contributions in terms of higher productivity, quality of products and services and less wastage to the organization (Ramayah, Jantan & Tadisina, 2001).

A central debate in governance revolves around the question of how best to deliver optimal economic performance and distributional justice within organizations. Ideally, securing effective cooperation is a central purpose of human resource management in its role in enhancing organizational performance. The ability to resolve the distributional conflict inherent in the employment relationship will depend not only upon the income the organization has available; but also upon the weight that managers are required to give to the different income claimants as determined by the form of its corporate governance. By conditioning managerial commitments on the requirements of a dominant stake-

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holder group, corporate governance may have an impact on the effectiveness of human resource management (HRM) practices and, as a consequence, on the organization's ability to achieve effective cooperation. This is particularly the case when it compromises the commitments that managers need to make to those stake-holders such as employees upon which it most depends for performance delivery.

Governance practices and job satisfaction are studied widely in different parts of the world. It is assumed that governance practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners believe that sound governance practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). Steijn (2004) found that governance practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction. Gould-William (2003) showed that use of specific governance practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance.

The United Nations, through the United Nations Conference of Trade and Development (UNCTAD), has recognized the importance of international

standards of good governance. The UNCTAD good governance division meeting identified four main values namely predictability, accountability, transparency, and participation. It was recognized that while some developing countries were able to put in place legislations intended for reform, problems frequently persisted in relation to implementation due to resource constraints, corruption, and the abuse of discretionary authority that undermines the rule of law. Thus UNCTAD has produced a benchmark good governance standard based on the four main values listed above as an assessment tool to be applied within countries (Mardiasmo, 2007).

In general, corporate governance is considered as having significant implications for the growth prospects of an economy, because proper corporate governance practices reduce risk for investors, attract investment capital and improve performance of companies (Spanos, 2005). In Sri Lanka, effective corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information, therefore enhancing the integrity and efficiency of capital markets, which in turn will improve investor confidence (Rezaee, 2009).

Indonesia recognized the need for evaluating and improving Good Corporate Governance (GCG) guidelines. The lack of such guidelines is recognized as a central factor to the financial crisis in 1997/1998 that developed into a multi-

dimensional crisis for Indonesia (KNKG 2006). Experience from the crises has also alerted Indonesian authorities to the critical importance of behavioural aspects and business ethics in the implementation of the GCG and the importance of behaviour related guidelines as important aspects of the GCG (KNKG 2006; Soesastro 2000; Verschoor 2002).

Corporate Governance is deemed as a hot topic as its importance has increased due to the Asian financial crises and recent high-profile corporate failures in the US (Haley 2000; Cohen and Brodsky 2004). There has been a flood of literature dissecting the causes of these corporate failures and the financial crises, especially in the housing sector which led to the economic meltdown, thus identifying neglected aspects of corporate governance, and recommending corporate governance aspects to be implemented in order to attract investors and re-establish corporate position (Leibler 2003; Sikka 2004).

According to Meyer (1999), most South African employees experience a lack of job satisfaction resulting in a low level of employee commitment that, in turn, impacts on performance and the achievement of organisational goals. The symptoms of these problems result in low productivity, high absenteeism, labour unrest, industrial action and high labour turnover. The current situation in the public sector in South Africa is not dissimilar. This implies that there is more

literature on teachers' job satisfaction from the developed countries than there is from developing countries and Kenya in particular.

In Kenya, various studies have been undertaken on corporate governance. For instance, Kavene (2010) did a study on corporate governance and employee satisfaction at the Kenya Immigration Department where the target population of study was 150 Kenya Immigration department staff of different designation in Nairobi region. The study concluded that most workers acknowledge that there is separation of the post of the director and the chairman in an effort of enhancing good corporate image. On management of the department most respondents are very confident when talking about the department. Most workers in various teams were willing to improve the way they did work also objectives and team meeting were used to enhance team work and cooperation.

Kavene (2010) recommended that to enhance corporate governance, there must be an all inclusive approach to governance that recognizes and protects the rights of members and all stakeholders - internal and external, in addition the institution must be governed and managed in accordance with the mandate granted to it and lastly the institutional governance framework should provide an enabling environment within which its human resources can contribute and bring to bear

their full creative powers towards finding innovative solutions to shared problems.

One of the most important ways that employees affect performance is in their interactions with customers. Accordingly, it is vital that companies understand concepts such as employee involvement and job satisfaction and how the levels of involvement and job satisfaction relate to customer satisfaction and overall customer experiences. Managers in all industries have made employee engagement a hot button issue because of growing evidence that involvement has a positive correlation with individual, group, and organizational performance in areas such as productivity, retention, turnover, customer service, and loyalty (Ketter, 2008). Several studies (Fassel, 2003; Peltier et al., 2003; Newman, et al. 2002) have shown how employee empowerment and engagement impact employee satisfaction and loyalty to the organization.

Rewards consist of all the economic benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition and responsibilities. The most studied reward is wage, although results of the empirical literature are quite puzzling. On the one hand, workers'compensation and job satisfaction seem positively related in country cross-section analysis (Skalli et al. 2007; Sousa-Poza and Sousa-Poza 2000; Blanchflower and Oswald, 1999) and this result is confirmed by some studies on the correlation between wage and job satisfaction

(Siebern-Thomas's 2005; Brown and McIntosh 1998; Diaz-Serrano and Cabral Vieira 2005). Other studies have however revealed that the relationship between the wage incentives and job satisfaction can also be negative (Leontaridi and Sloane, 2001) or it is frequently weak or undetermined (Cappelli and Sherer, 1988).

Social recognition through commendation letters consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done (Luthans & Stajkovic, 2000). As a result, psychological rewards are generally exchanged within socio-emotional relationships and can be defined as "the supportive and positively evaluated outcomes of the professional interpersonal relationships an employee develops with his/her supervisor, colleagues and/or clients" (De Gieter et al., 2008).

Every company has some form of reward system. Reward systems are often used as a management tool for achieving desirable objectives. One of the most common purposes is to motivate employees to perform better (Christian, Christer & Kullvén, 2006). This can be achieved through monetary and non-monetary rewards. Monetary rewards can be either short-term incentives in form of bonuses based on one year's performance or long-term incentives based on performances on a time period greater than one year and are often received in form of options or shares. A third type of reward is the salary increase. The non-monetary part

includes rewards such as development possibilities, promotion and extra vacation days. Successful companies have a history of good reward systems in the form of employee benefits awarded to staff differentially based on individual performance. The award of equal benefits fails to recognize workforce diversity.

In most Kenyan state corporations and organizations, employee benefits are awarded equally for a specific job grade (GOK, 2007). This in return has contributed to high labour turnover; loss of talent, increased labour costs unmet targets and in most organizations such as TSC has not yet attained the top ten positions in national rankings of performance since the inception of performance contracting in Kenya. Therefore, it would be prudent to investigate the influence of governance practices on job satisfaction

Training work place performance and employee job satisfaction has positive relationship (Jones et al., 2008).While training is positively associated with the employee job satisfaction and employee job satisfaction is further having the relationship between training and performance which depends on factors of training and performance used . Baldwin (1999) studied the training strategies of the different companies. He came with conclusion that the required skills capabilities depends on industry where employee is working. This research investigates the influence of governance practices on employee job satisfaction using the TSC headquarters in Nairobi, Kenya.

The Teachers Service Commission, established in 1967 by an Act of Parliament, Cap 212 of the Laws of Kenya, is charged with the responsibility of managing teachers in public educational institutions in Kenya, excluding universities. The Commission was set up to bring all teachers under one employer, with harmonized terms and conditions of service. Different bodies including religious organizations, local authorities, District Education Boards (DEBs) and the Central Government, employed teachers prior to the establishment of the Commission.

1.2 Statement of the Problem

In many occasions at the Teachers' Service Commission, it is common to find long queues of teachers waiting to be served at the waiting bay. In other service areas like staffing, human resource and pension department, it is also common to find piles of files on the employee desks awaiting necessary action (Nandwa, 2012). In 2011, the gates of the TSC were locked by employees who were demanding higher remuneration packages and better working conditions (RoK, 2013). According to Ndonga (2014), the TSC has in the past endeavoured to mitigate employee job dissatisfaction through seminars and workshops (training), team building and interdepartmental transfers which did not yield much in motivation.

Cases of employee turnover from TSC to other institution like commissions could be an indication of dissatisfaction News paper Article 2013 February. The teachers service commission is a constitutional office (commission) charged with

management of over 250 teachers ranging from pre-school, primary, secondary and some post primary institutions. The management to manage such a large number of employees demands that the employees of the headquarters be satisfied before they can effectively and efficiently manage the large workforce.

From this background there is scanty systematically documented information that has locally looked at the state of job satisfaction at the TSC and in the attempt to fill the existing knowledge gap, this study will seek to establish the governance practices employed by the TSC management in the endeavour to achieve employee job satisfaction.

1.3 Purpose of the Study

To investigate the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya**.**

1.4 Research Objectives

This study was based on the following objectives.

i.   To determine the influence of employee involvement in decision making on job satisfaction at Teachers Service Commission

ii. To establish the influence of remuneration on job satisfaction of staff at Teachers Service Commission.

iii. To establish ways in which supervisors use of commendation letters by supervisors influence job satisfaction at Teachers Service Commission.

iv.   To determine the extent to which employee training influences job satisfaction at Teachers Service Commission.

1.5 Research Questions

This study was based on the following Research Questions

i.   What is the influence of employee involvement in decision making on their job satisfaction at Teachers Service Commission?

ii.   What is the influence of remuneration on job satisfaction of staff at Teachers Service Commission?

iii.   How does the use of commendation letters influence job satisfaction of staff at Teachers Service Commission?

iv.   To what extent does employee training influence job satisfaction at Teachers Service Commission?

1.6 Significance of the Study

This study is intended to add knowledge to the phenomenon of employee job satisfaction. It is contended that measuring employees' job satisfaction is a responsibility of administrators. This implies that administrators are obliged to examine job satisfaction levels of their employee from time to time. Understanding employee job satisfaction and motivating them is an important task for effective administrators. The research findings may also be useful in ensuring effectiveness and efficiency in the organization's governance and contribute to a better understanding of governance practices on employee job satisfaction.

This study may be important to various groups of people. The management of the Teachers' Service Commission will find the results of the study very valuable as a source of information on how governance practices influence employee job satisfaction and in turn performance of the firm. Given the limited empirical data on governance practices in the public sector, the study results and literature review may form an invaluable source of reference material for academicians and researchers in future studies on the same area to scholars and researchers.

Policy-makers, practitioners, students, local and foreign entrepreneurs of Kenya and other developing countries could benefit from this study by exploring the association between governance practices and job satisfaction. This study would augment the contemporary research and practice of human resource management. Furthermore, it would also be useful for the developed countries as they find developing countries (like Kenya) as attractive places for investment due to their large markets, and skilled workforces (Budhwar and Debrah, 2001).

1.7 Limitations of the study

During this study, the researcher faced some challenges when collecting data. The study was limited by lack of information coming from the TSC staff for fear of information confidentiality not being honored by the researcher. This limitation was mitigated by the use of an introductory letter to the TSC to seek permission to

conduct this study. The study faced other anticipated obstacles which included and not limited to; access to accurate information due to respondents' divided attention to questionnaires, desire to safeguard the reputation of the organisation thus hindering information dispatch. This was mitigated through timely familiarization with the respondents and creating a friendly environment of trust and mutual benefit.

1.8 Delimitations of the study

The study focused on the Teachers' Service Commission headquarters offices in Nairobi only. The respondents was drawn from the clerical staff like the supervisors and junior staff from the head office of the Commission. The study variables included: employee involvement in decision making, remuneration, use of recommendation letters and employee training and their influence on job satisfaction.

1.9 Assumptions of the Study

The study assumed that:

1) All the questions will be answered objectively with the respondents not taking in their personal interests.

2) The study also assumed that the respondent rate will be 100% i.e. they will answer and return the questionnaires.

3) It was also assumed that the research instruments will enable the study achieves its objectives.

1.10 Definition of Terms

Corporate governance refers to the framework of rules and practices by which a

board of directors ensures accountability, fairness and transparency in a

company's relationship with its stakeholders.

Decision refers to conclusion or resolution received after consideration.

Employee involvement refers to creating an environment in which people have

an impact on decisions and actions that affect their jobs.

Employee recognition refers to Communication between management and

employees which rewards them for reaching specific goals or producing high

quality results in the workplace.

Incentive refers to something that motivates or encourages someone to do

something, a payment or concession to stimulate greater output or investment.

Job satisfaction refers to the overall evaluative judgment of a combination of

psychological and environmental circumstances that make a person happy

with the work performed and creates a positive emotional state regarding the

experiences, attitudes and beliefs about the work.

Motivation refers to the process that initiates guides and maintains goal-oriented

behaviors.

Organization refers to social unit of people that is structured and managed to

meet a need or to pursue corrective goals.

Remuneration refers to Payment or compensation received for services or

employment.

Training refers to process by which someone is taught the skills that are needed for a profession, or job.

1.11 Organization of the Study

The study is organised in five chapters; Chapter one is the introduction consisting of background of the study, statement of the problem, research objectives, questions and the scope, limitations and assumptions of the study and lastly the definition of terms used in the study. Chapter Two contains the theoretical framework; it summarizes the information from other researchers who have carried out their research in the same field of study. The chapter reviews job satisfaction and governance practices. Chapter Three discusses the methodology of the study comprising of the procedures and techniques that will be used in the collection, processing and analysis of data. Specifically, this chapter consists of research design, study location, target population, sample size and sampling procedure, research instruments, validity and reliability of instruments, data collection and data analysis. Chapter four presents data analysis and interpretation Chapter Five presents summary, conclusions, recommendations and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical foundation and summarizes the information from other researchers who have carried out their research in the same field of study. The following review elaborates the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya through supporting theories, empirical review, summary of literature review, theoretical frame work and conceptual framework.

2.2 Job Satisfaction

Job satisfaction has been the most frequently investigated variable in organizational behavior (Spector, 2004). Job satisfaction varies and researchers, for example Peretomode (2001) and Whawo (2003), have suggested that the higher the prestige of the job, the greater the job satisfaction. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one's feelings or state of mind. Job satisfaction can be influenced by a variety of factors, for example, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment in their work, etc. However, there is no strong acceptance among researchers, consultants, etc.,

that increased job satisfaction produces improved job performance. In fact, improved job satisfaction can sometimes decrease job performance (Wood, 2008).

Ducharme and Martin (2007) stated that the predictor variables of job satisfaction are most likely to overlap and that they lack the clarification of organizational and job characteristics which are causal factors. Cranny, Smith and Stone (2002) pointed out that, according to the literature, job satisfaction factors are divided into three groups. These are 1) organizational characteristics focusing on issues such as reward, supervision, and decision-making practices, 2) specific aspects of the job that include workload, autonomy, feedback and the physical working environment, and 3) individual characteristics concerning personal characteristics such as self-esteem and general life satisfaction.

In the relevant literature on job satisfaction these characteristics are most likely to be considered as a source of dissatisfaction (Malmberg, Wanner, Sumra and Little, 2001). While autonomy within Maslow's theory is considered as an important factor for employees' self-esteem, the responsibilities and the work itself are described as motivating factors in Herzberg's theory. Moreover, decision-making policy is regarded as a hygiene factor, preventing dissatisfaction. The impact of the organizational structure especially that of centralization, appears as a dissatisfying factor in a number of studies representing different educational contexts. One technique that is believed to increase job satisfaction is

the implementation of a participative management style. Advocates state that if employees have a voice in the decision-making process, they would be able to impact and help change the basic characteristics of job satisfaction. Many companies today are beginning to implement new participative practices to help increase their worker's satisfaction (Luechter, 2003).

2.3 Governance practice and employee job satisfaction

Satisfaction in the workplace is valuable to study for multiple reasons: (a) increased satisfaction is suggested to be related to increased productivity, and (b) promoting employee satisfaction has inherent humanitarian value (Smith et al., 2004). In addition, job satisfaction is also related to other positive outcomes in the workplace, such as increased organizational citizenship behaviors (Organ & Ryan, 2005), increased life satisfaction (Judge, 2000), decreased counterproductive work behaviors (Dalal, 2005),and decreased absenteeism (Hardy, Woods, & Wall, 2003). However, it is argued that there is not much empirical data to support the claim that employees' job satisfaction is pegged on governance practices (Organ & Bateman, 2001). In contrast, Robbins and Judge (2008) assert that "some researchers used to believe that the relationship between governance and job satisfaction was nonexistent, but a review of 300 studies suggested that the correlation is pretty strong."

Empirical research has shown a negative relationship between empowerment and job stress, suggesting that as employees are more empowered their job stress

decreases (Joiner and Bartram, 2004). In addition to stress, increased employee satisfaction helps reduce employee turnover, leaves of absence, and lower work-related disability and violence claims (Harmon, et al, 2003). Morrison, et al. (2007) outlined several ways in which the lack of engagement and high turnover rates impact organizations. Plus when employees feel unsatisfied and unappreciated and leave the organization this puts higher workloads and stress levels on those who remain and ultimately further drives down satisfaction for both employees and patients (Fukuyama, 1995).

2.3.1 Employee Involvement in decision making and job satisfaction

Schweiger (2007) proposed that the most concrete definition of participation in decision making (PDM) could be "joint decision making." This definition does not limit the amount of people involved in the decision making process, necessitate that the sharing be equal, or specify the content that is shared. Therefore the concept of PDM refers to the participation in the decision-making process. Several studies have shown that allowing employees to participate in decision making has led to an increase in job satisfaction (Soonhee, 2002) However, many studies have conflicting views on whether or not an increase in employee participation directly affects job satisfaction. Some critics, such as Sashkin (2004) feel that participation is not only effective, but that its use by management is an ethical imperative (Sashkin, 2004). Others such as Schweiger

and Latham (2003) believe that participation is merely a managerial technique that can be used effectively in certain situations (Schweiger and Latham, 2003).

Although the empirical research has illuminated the understanding of why managers delegate and the outcomes of delegation, there is a paucity of research on the conditions under which delegation is effective (Leana, 2006; Schriesheim et al., 2008; Yukl, 2008) and why delegation is related to its demonstrated outcomes. The growing adoption of flat or non- hierarchical organizational structures and the consequent empowering of employees to create effective workplaces suggest that delegation will become an increasingly popular managerial technique or leader behavior. .

2.3.2 Remuneration and job satisfaction

Remuneration or compensation programs were developed to motivate, attract, reward and retain work force (Berger, 2000). Financial compensation must be thought from three different points of views. At first has to be considered the effectiveness of money as a motivator. Secondly, the reasons why people are satisfied or dissatisfied with their financial rewards must be thought. Finally, it should be considered which criteria to use when developing financial compensation systems. Herzberg's two-factor Theory categorizes money as a hygiene factor which doesn't cause job satisfaction. Payment is expected to correspond to the time and quality of work done. In contrary, if the amount of

money received does not satisfy the worker, money turns to cause job dissatisfaction (Armstrong, 2007).

Money is an extrinsic motivator. Extrinsic motivation does not come from the work itself but it is supposed to ensure the quality of the work and to ensure that the basic rules are followed at work (Thomas, 2002). Notwithstanding the general acceptance of money, a financial and tangible incentive, as an important and common used manner to motivate employees (Gardner, Van Dyne & Pierce, 2004), it is certainly not the only form of compensation (Rynes, Gerhart & Minette, 2004). Authors like Smith (2001) and Ashby and Pell (2001) support this view by arguing that money is an effective way to get employees through the door, but it does not keep them there.

2.3.3 Training and employee job satisfaction

Satisfaction with training and development is a major factor in decisions regarding people's career. It is a factor that prospective employees evaluate in the job hunting process. It is cited in surveys as to why workers accept or decline job with certain employers or employees leave one employer for another. A sample of workplace surveys shows the importance of workplace training from a variety of perspectives. North American employment Review survey of twenty –six hundred American and Canadian employees their skills and abilities was a key component

of what they looked for in jobs. The study found that IT employees felt educational and training opportunities were critical in their job (Violino, 2001)

Nankervis et al (2006) suggest that, the need to train or imparting of new skills and attitudes has become a daily aspect of each individual's working life. In some cases, this may merely be an upgrading process, but in others, it will require a complete change from one occupation to another. In some sectors, staff training is steadily becoming more effective. A number of organizations have initiated integrated employee training programs to assist in the management of labor turnover. However, the generally high wastage still reduces the effectiveness of the training effort, although companies such as several of the branded fast food operators cope well with the challenge of high turnover.

2.3.4 Recognition and job satisfaction

Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative (Mason, 2001). As a service provider, TSC must use proactive approaches to get customers and/or staff support by giving them the most appropriate services first time, all the time. It is recognized that both present and potential customers and employees attribute certain qualities to particular services. A major determinant of an organization's success is the extent to which it can relate functionally to its external and internal environments. An

organization ought to evaluate its strengths and weaknesses in order to fully know and understand itself-this is the essence of self -concept. In Kenya, the Government introduced Performance Contracting in 2004 with the sole objective of improving service delivery levels to the citizens. Through Performance Contracting, organizations are required to state in advance what they intend to achieve in a given financial year. They are then evaluated on these set targets/goals.

The relevance of job satisfaction and motivation are very crucial to the long-term growth of any educational system around the world. They probably rank alongside professional knowledge and skills, center competencies, organizational resources and strategies as the veritable determinants of educational success and performance. Professional knowledge, skills and center competencies occur when one feels effective in one's behavior. In other words, professional knowledge, skills and competencies can be seen when one is taking on and mastering challenging tasks directed at organizational success and performance (Filak & Sheldon, 2003).

2.4 Summary of Literature Review

The current study has reviewed job satisfaction which is a frequently investigated variable in organizational behavior. The study has found that many workers are satisfied in even the least prestigious jobs and thus many companies implementing new participative practices to help increase their worker's

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satisfaction. The study has also reviewed governance practices employed in various organizations and found a negative relationship between empowerment and job stress and that allowing employees to participate in decision making leading to an increase in job satisfaction. The study has also reviewed other job satisfaction variables such as training, remuneration and recognition.

In support of the study variables, the study has employed Vroom's expectancy theory which differs from the content theories of Maslow, Alderfer, Herzberg, and McClelland in that Vroom's expectancy theory does not provide specific suggestions on what motivates organization members. The study has concluded the chapter by presenting a conceptual framework which has also operationalized the study variables.

2.5: Theoretical Framework

Vroom expectancy theory states that work performance depends on perception of an individual between performance reward and valence for such rewards. People will develop satisfaction towards their job if they expect to get rewards from performing their job. Such rewards include promotion, recognition by job managers and increased pay, Cole (2004). Job satisfaction is influenced by the desire to satisfy various needs. Maslow (1943) came up with the hierarchy of needs. They are physiological needs, security needs, social needs, esteem needs and finally actualization needs. When a job fails to satisfy these needs, the worker may decide to quit the job. Vroom's expectancy theory differs from the content

theories of Maslow, Alderfer, Herzberg, and McClelland in that Vroom's expectancy theory does not provide specific suggestions on what motivates organization members. Instead, Vroom's theory provides a process of cognitive variables that reflects individual differences in work motivation.

From a management standpoint, the expectancy theory has some important implications for motivating employees. It is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards. Victor Vroom (1964) was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler (1968) and others (Pinder, 1987).

2.6 Conceptual framework

Conceptual frame work is a diagram which represents the relationship between independent and dependent variables thus guide the study (Aarker, 1991). The independent variables in this study are: Training, remuneration, commendations

letters and staff involvements in decision making while the dependent variables is

job satisfaction presented as in Figure 2.1;

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┌─────────────────────────┐
│ Employee Involvement in │
│ Decision Making         │──────┐
│   • Meetings            │      │
│   • Delegation          │      │
│     Responsibilities    │      │
└─────────────────────────┘      │
                                 │
┌─────────────────────────┐      │
│ Employee Remuneration   │      │      ┌──────────────┐      ┌──────────────────────┐
│   • Salary increment    │      │      │ Governance   │      │ Job Satisfaction     │
│   • Allowances          │──────┤      │ Motivation   │────▶ │   • Quality of work  │
│   • Commissions         │      ├────▶ │ process      │      │   • Quantity of work │
│   • Bonuses             │      │      └──────────────┘      │   • Initiative and   │
└─────────────────────────┘      │                           │     judgment         │
                                 │                           │   • Attendance       │
┌─────────────────────────┐      │                           └──────────────────────┘
│ Employee Commendation   │      │
│ Letters                 │──────┤
│   • Employee of the year│      │
│   • Long service award  │      │
│   • Congratulation      │      │
│     letters             │      │
└─────────────────────────┘      │
                                 │
┌─────────────────────────┐      │
│ Employee Training        │     │
│   • Workshop             │─────┘
│   • Seminars             │
│   • Professional courses │
└─────────────────────────┘
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Figure 2. 1: **Conceptual Framework**

The above diagram represents the current governance practices in TSC where the

Employee Involvement, Employee Remuneration, Employee Commendation

Letters and Employee Training are the independent variables found to influence

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governance practices in TSC. The influence of governance practices in TSC is the dependent variable because it is predicted by the employee job satisfaction variables. To conceptualize governance practices, it requires an evaluation of the study variables. According to Helmenstine (2012), independent variables are the variables that change and can be influenced with dependent variable.

The current study has reviewed job satisfaction which is a frequently investigated variable in organizational behavior**.** The study has found that many workers are satisfied in even the least prestigious jobs and that many companies implementing new participative practices to help increase their worker's satisfaction.

The study has also reviewed governance practices employed in various organizations and found a negative relationship between empowerment and job stress and that allowing employees to participate in decision making leads to an increase in job satisfaction. The study has also reviewed other job satisfaction variables such as training, remuneration and recognition.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. This section was an overall scheme, plan or structure conceived to aid the study in answering the raised research question. Therefore in this section the research identified the procedures and techniques that was used in the collection, processing and analysis of data. Specifically, this chapter was discussed under the following sub-topics; research design, study location, target population, sample size and sampling procedure, research instruments, validity and reliability of instruments, data collection and data analysis.

3.2 Research Design

This study employed a descriptive survey research design. This research design was a very valuable tool for assessing opinions and trends. It involves the collection of information from a sample of individuals through their responses to questions. It owes its continuing popularity to its versatility, efficiency, and generalizability. Survey design are efficient in that many variables can be measured without substantially increasing the time or costs and ensures collection of data on current phenomenon (Weiss, 2001).

3.3 Target population

Target population in statistics is the specific population about which information is desired. According to Kombo and Tromp (2006), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. The population of interest in this study was the staff working with the Teachers' Service Commission. The TSC has a total of 2945 staff i.e. 587 lower cadre staff (supervisors) and 2024 junior staff and 334 top and middle level management staff. The target population was the clerical staffs who include the junior and lower cadre staffs like the supervisors from the head office of the Commission. Mugenda (2008) explains that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

Table 3. 1: Target Population

Category	Frequency	Percentage
Top and middle level management staff	334	11.3
Lower cadre staff (supervisors)	587	19.9
Junior staff	2024	68.7
Total	2945	**100**

Source: Human resource TSC, (2014)

3.4 Sample Size and sampling procedure

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Kombo and Tromp, 2006). Mugenda and Mugenda (2003) argue that if well chosen, samples of about 10% of a population can often give good reliability. Stratified random sampling technique was used since population of interest is not homogeneous and could be subdivided into groups or strata to obtain a representative sample. From the above population a sample proportion of 10% was selected from the study population using proportionate sampling. This generated a sample of 294 respondents which the study sought information from.

Table 3. 2: Sample Size

Category	Frequency	Sample Proportion	Sample size
Top and middle level management staff	334	0.1	33
Lower cadre staff (supervisors)	587	0.1	59
Junior staff	2024	0.1	202
Total	2945	0.1	**294**

Source: Human resource TSC, (2014)

3.5 Research instruments

According to Spector (1997), job satisfaction can be measured by interviewing or administering a survey instrument to the sample population. However, interviews are rarely used. In most cases, the studies on the phenomenon of job satisfaction are conducted using a questionnaire. The questionnaire had both open and close-ended questions. The close ended questions provides more structured responses which facilitate tangible recommendations.

The closed ended questions was used to test the rating of various attributes and this helped in reducing the number of related responses in order to obtain more varied responses. The open-ended questions provided additional information that may not have been captured in the close-ended questions. The questionnaire was carefully designed and tested with a few members of the population for further improvements. Pilot study was aimed at checking the validity and reliability of the data by pre-testing the data collection instrument. This was done in order to enhance its validity and accuracy of data to be collected for the study.

3.6 Instrument validity

To enhance validity of the instrument, a pre-testing was conducted on a population similar to the target population. The reasons behind pre-testing was to assess the clarity of the instrument items so that those items found to be inadequate in measuring the variables were either discarded or modified to improve the quality of the research instrument thus increasing its validity.

3.7 Instrument reliability

Mugenda and Mugenda (2003) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trial. Yin (1989) indicates that the goal of a reliability test is to minimize errors and biases in a study. Essential to the reliability of research findings is the accuracy of the data.

However reliability in the research is influenced by random error. Random error is the deviation from a true measure due to factors that have not been effectively addressed by the researcher. As random error increases, reliability decreases. These errors might arise from inaccurate coding, ambiguous instructions to the subjects, interview fatigue and interview bias. The researcher, in designing and administering of his instruments, took care to avoid such errors. A pilot-study that was undertaken addressed the question of validity and reliability of the instruments.

3.8 Data Collection Procedure

A research authorization permit was obtained from the National Council for Science and Technology and Innovation. The researcher used the TSC employees. The respondents was assured of identity anonymity to uphold privacy and confidentiality. Questionnaire was administered by the researcher and adequate time was allowed for the respondents to fill in the data.

3.9 Data Analysis and Presentation

Before processing the responses, the completed questionnaire was edited for completeness. Quantitative data collected was analyzed by the use of descriptive statistics using Statistical Package for Social Sciences (SPSS) and presented through percentages, means, standard deviations and frequencies. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS. The information was displayed by use of tables, bar charts, graphs and pie charts and in prose-form. Regression analysis was used to obtain an equation which describes the dependent variable in terms of the independent variable based on the regression model, (regression is used to determine the type of relationship).

ANOVA and Multiple regression analyses was used to determine whether the group of factors proposed together predict or influence job satisfaction (Neuman,2000).

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings are presented on to investigate the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The data was gathered exclusively from the questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study.

4.1.1 Response Rate

The study targeted 261 respondents in investigating the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi. The response rate was 100%. This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2 Demographic information

In order to achieve the main purpose of this study, the researcher found it useful to find out the demographic information of the respondents. The demographic information of the respondents included gender, age, level of education and work experience.

4.2.1 Gender of the respondent

The study found it paramount to determine the respondents' gender in order to ascertain whether there was gender parity in the positions indicated by the respondents. The findings of the study are displayed in figure 4.1.
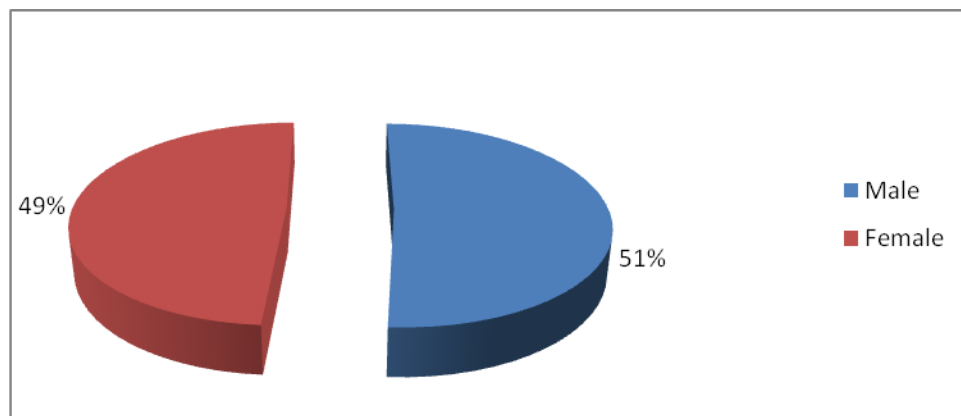

Figure 4. 1 Gender of the respondent

According to the analysis it was evident that majority of the respondents were male which represented 51% while 49% were female. According to findings TSC shows is a body which encourages and allows women to join their husbands at their places of work. This could be the reason why the gender is almost equal at TSC.

Acker (2006) observed that gender equality was a very important as a trait as it can be used to improve performance of all the staff involved. He argued that it fosters teamwork and also creates a sense of unity and an aspect of working together for a common goal with every individual effort whether male or female

being important to the attainment of the overall objectives. A gender sensitive firm provides a conducive working environment where a staff/manager is supposed to interact with other colleagues of the opposite gender in pursuit of excellence and achievement of set targets.

4.2.3 Duration of Work in the Organization.

The study found it necessary to find out the respondents years in service as staff members at the Teachers' Service Commission headquarters Nairobi, Kenya so as to find out the relationship between governance practices and employee job satisfaction. The findings of the study are displayed in figure 4.2 .
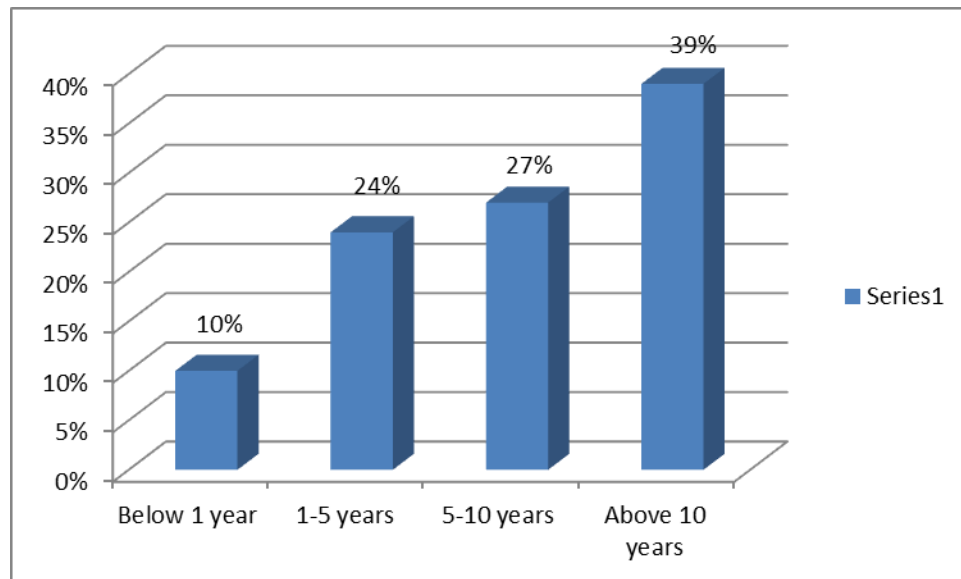
Figure 4. 2: Duration of Work in the Organization

Based on the findings, majority (39%) of the respondents had over 10 year's experience while 27% had between 5-10 years. It was also revealed that 24% of

the respondents had an experience not `exceeding 5 years. In a study on the relationship between teaching profession and human capital, (Maria, 2011) found that teaching profession depends highly on the governance practices. She indicated that the skills can be acquired through experience.

4.2.4 Level of education

The study sought to find out the respondents level of education in order to ascertain whether academic and professional qualification influenced governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The findings of the study are displayed in figure 4.3.
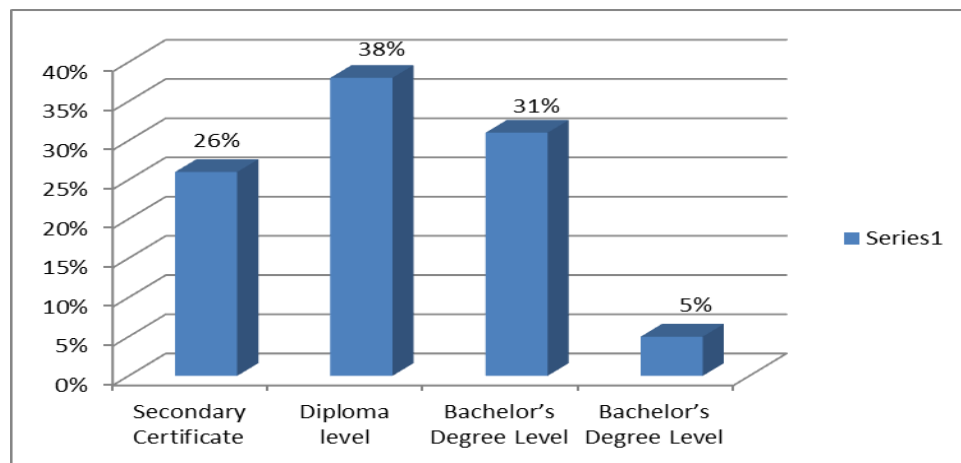
Figure 4. 3: Respondent Level of education

From the findings, majority (38%) were diploma holders while 31% of the respondents indicated that they had attained university degree in their respective areas of specialization. This high number of respondents with at least college

education may be attributed to the fact that the studies targeted the clerical staffs who included the junior and lower cadre staffs like the supervisors. The persons who hold the mentioned portfolios are required to have a minimum of a college certificate. The study further indicated that 26% of the respondents were secondary certificate holders while minority (5%) had attained postgraduate qualifications which included masters and postgraduate diplomas.

The findings of the study concurs with Ngulube and Tafor (2006) who observed that each state corporation has its own management organization structure with a matching head count budget to support the business and the persons assigned various duties should possess requisite professional and academic qualifications.

From the findings, majority of the respondents had attained academic qualification commensurate with their job designation and it can therefore be inferred that academic qualification influences governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.

4.3 Employee Involvement

The first objective of the study was to find out how employee involvement in decision making influence job satisfaction at TSC. The respondents were therefore presented with questions and statements aimed at answering the resultant research question. The findings of the study are discussed below as explored by the research questionnaire.

The respondents were asked to indicate whether employee involvement in decision making influence job satisfaction at TSC. The majority (95%) of the respondents indicated that employee involvement in decision making influence job satisfaction at TSC while 5% disagreed. The findings of the study are displayed in figure 4.4.
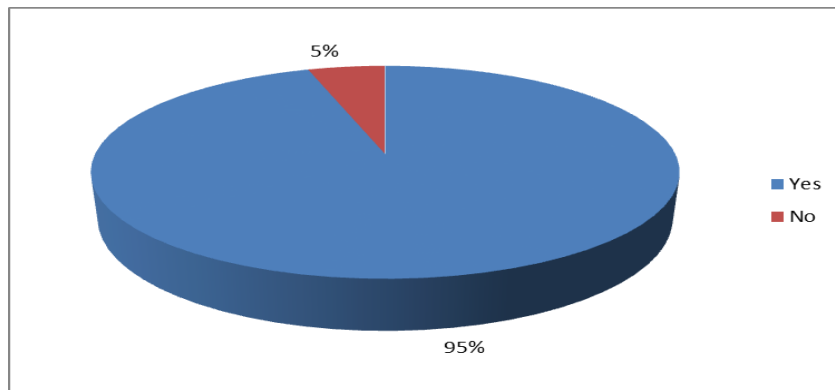

Figure 4. 4: Employee involvement in decision-making

4.3. Extent to which employee involvement in decision-making influences job satisfaction at TSC?

The extent to which employee involvement in decision-making influence job satisfaction at TSC. The findings of the study are displayed in figure 4.6.
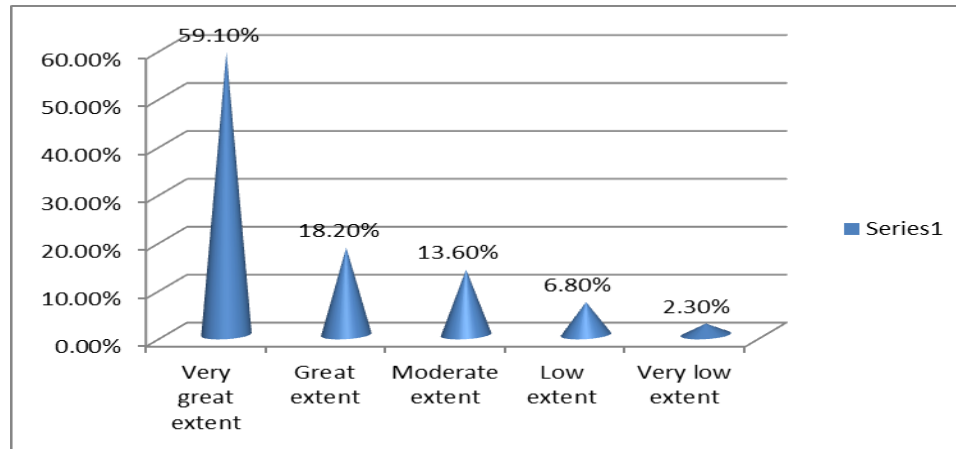
Figure 4. 5 Employee involvement in decision-making

From figure 4.6, 59.1 % of the respondents indicated that employee involvement in decision-making influences job satisfaction at TSC to a very great extent, 28.2% indicated that employee involvement in decision-making influences job satisfaction at TSC to a great extent, 13.6 % indicated that employee involvement in decision-making influences job satisfaction at TSC to a moderate extent, 6.8 % indicated that employee involvement in decision-making influences job satisfaction at TSC to a low extent while 2.3 % indicated that employee involvement in decision-making influences job satisfaction at TSC to a very low extent.

The findings relate with those of Wyer and Mason (1999) who found that lack employee involvement in decision making influence job satisfaction is a much obstacle in developing any business. Souder's study also suggests that employee involvement in decision-making is important in success of any institution.

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4.3.2 Level of agreement with statement regarding employee involvement in decision-making

The level of agreement with the following statements relating to employee involvement in decision making affecting job satisfaction at TSC. From the findings respondents agreed to the statement that As employees are more empowered their job stress decreases; Lack of employee involvement and high turnover rates impact organizations; When employees feel unsatisfied and unappreciated they leave the organization, and High staff turnover due to dissatisfaction puts higher workloads and stress levels on those who remain and ultimately further drives down satisfaction are factors influencing governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya as indicated by a mean of 3.93, 4.37, 3.89, and 4.04 respectively. As shown in the table 4.1.

Table 4. 1: **Employee involvement in decision-making**

	Very great	Great ext	Moderate extent	Low exte	Very Low Extent	Mean	Stdev
As employees are more empowered their job stress decreases	0	3.7	22.2	51.9	22.2	3.93	.78
Lack of employee involvement and high turnover rates impact organizations	0		7.4	48.1	44.4	4.37	.63
When employees feel unsatisfied and unappreciated they leave the organization	0	3.7	33.3	33.3	29.6	3.89	.89
High staff turnover due to dissatisfaction puts higher workloads and stress levels on those who remain and ultimately further drives down satisfaction	0	7.4	29.6	14.8	48.1	4.04	1.0

This was in line with Fama and Jensen (2003) who argued that there is a strong relationship between the Lack of employee involvement and high turnover rates which impact organizations.

4.4 Remuneration and job satisfaction

The second objective of the study was to find out whether remuneration influence job satisfaction at TSC. The respondents were therefore presented with questions and statements aimed at answering the resultant research question. The findings of the study are discussed below as explored by the research questionnaire.

4.4.1 Remuneration and job satisfaction

The respondents were asked does remuneration influence job satisfaction at TSC. The majority (88%) of the respondents indicated that remuneration influence job satisfaction at TSC while 12% disagreed. The findings of the study are displayed in figure 4.6.below
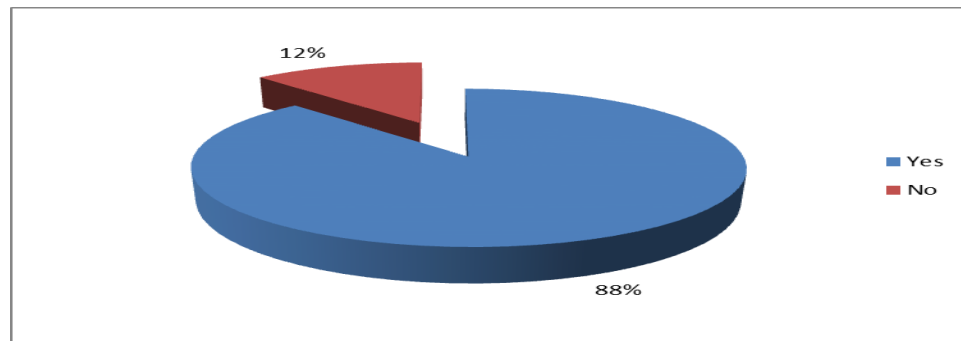

Figure 4. 6 Remuneration and job satisfaction at TSC

4.4.2 Extent to which remuneration influence employee job satisfaction at TSC

The extent to which remuneration influence job satisfaction at TSC. The findings of the study are displayed Figure 4.7.

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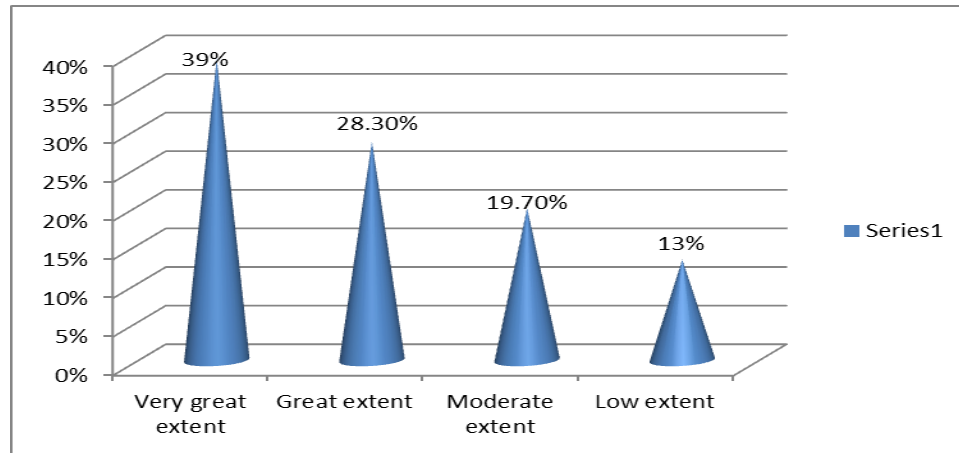
Figure 4. 7: Remuneration and job satisfaction at TSC

From figure 4.7, 39 % of the respondents indicated that remuneration influence job satisfaction at TSC to a very great extent, 28.3% indicated that remuneration influence job satisfaction at TSC to a great extent, 19.7 % indicated that remuneration influence job satisfaction at TSC to a moderate extent, while 13 % indicated that remuneration influence job satisfaction at TSC to a low extent.

Arnaldo, (2001) in his study argued that the adoption of employee remuneration a simple solely task-related model of employee remuneration – often used to employees has proved to be adequate in imparting the relevant employee's performance.

4.4.3 Level of agreement with the statement regarding remuneration and job satisfaction at TSC

From the findings respondents agreed that Compensation programs were developed to motivate, attract, reward and retain work force, Money is a hygiene factor which doesn't cause job satisfaction, Rewards consist of all the economic

benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition and responsibilities, and Good reward systems are usually in the form of employee benefits awarded to staff differentially based on individual performance as indicated by a mean of 4.12, 4.08 ,3.88 and 4.37 respectively as shown in the table 4.2.

Table 4. 2 Remuneration on job satisfaction at TSC

	Very great	Great extent	Moderate	Low extent	Very Low extent	Mean	Stdev
Compensation programs we developed to motivate, attract, rewa and retain work force	0	0	26.0	36.0	38.0	4.12	.80
Money is a hygiene factor which doesn't cause job satisfaction	0	8.4	30.6	14.0	47.1	4.08	1.06
Rewards consist of all the economic benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition and responsibilities	0	10	28.7	30.6	31.6	3.88	1.01
Good reward systems are usually in the form of employee benefits awarded to staff differentially based on individual performance.	0	2.4	7.6	47.1	43.4	4.37	.63

The findings relate with those of Moses (2003) who explained, that Rewards consist of all the economic benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition and responsibilities.

4.5 Recommendation letters on job satisfaction

The respondents were presented with questions and statements in order to seek answers to the second research question on how Employee recognition/commendation letters influences governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The findings of the study are discussed below.

4.5.1 Employee recognition/recommendation letters on job satisfaction at TSC

The respondents were asked to indicate whether employee recognition/commendation letters influence job satisfaction at TSC. The findings of the study are displayed in Table 4.3.

Table 4. 3: Employee recognition/recommendation letters

Response	Frequency	Valid percent
Yes	164	63
No	97	37
Total	261	100

It was revealed that majority of the respondents were undoubtedly in agreement that commendation letters was in place but they exhibited great difference in regards to the method being proper and efficient.

Adeyemi and Salami (2010) acknowledges employee recognition/commendation

letters was vital in the job satisfaction in the case of service industry. Given that a significant proportion of respondents disagreed that the employee recognition/commendation letters in TSC was efficient is a clear indication of the need for TSC to upgrade or replace the existing employee recognition/commendation system so as to ensure effectiveness in job satisfaction

4.5.2 Extent to which recommendation letters influence job satisfaction at TSC

The extent to which commendation letters influence job satisfaction at TSC. The finding of the study are displayed in Figure 4.8.
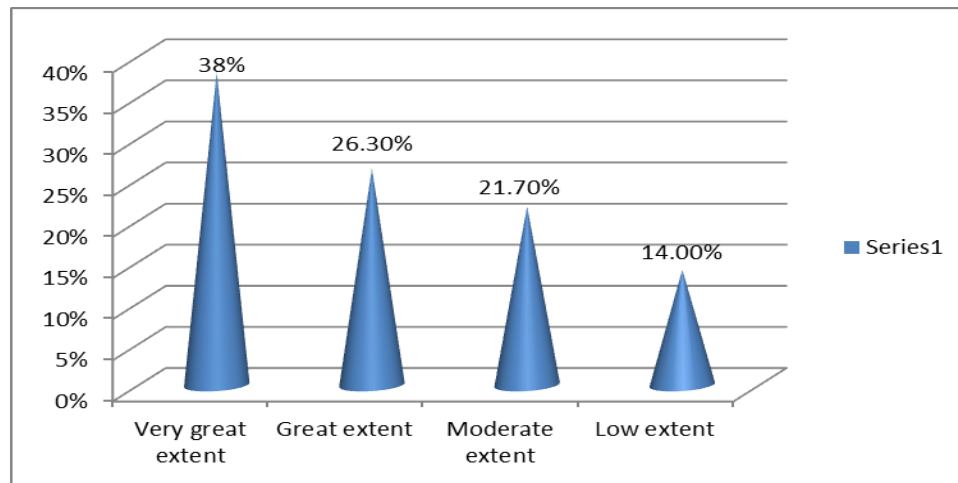
Figure 4. 8: Employee recognition/recommendation letters on job satisfaction

From figure 4.8, 38 % of the respondents indicated that recommendation letters influenced job satisfaction at TSC to a very great extent, 26.3% indicated that recommendation letters influence job satisfaction at TSC to a great extent, 21.7 % indicated that recommendation letters influence job satisfaction at TSC to a

moderate extent, while 14 % indicated that recommendation letters influence job satisfaction at TSC to a low extent.

The findings relate with the findings of Edvinsson, 2000; Stewart, 1997; Brooking, 1996). Who postulates that employee recognition/commendation letters are the foundation of success as everything in the current market environment relies on the employee recognition. It is asserted that the employee recognition in an organization are the most important intangible asset, especially in terms of performance.

4.5.3 Level of agreement with the statement regarding recommendation letters and job satisfaction at TSC

The Level of agreement with the statement relating to employee commendation letters and their influence on job satisfaction at TSC. From the findings respondents agreed that Job satisfaction includes social recognition which consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done; The award of equal benefits fails to recognize workforce diversity; Employee benefits are awarded equally for a specific job grade and in return, this has contributed to high labour turnover; and Lack of employee recognition/commendation leads to loss of talent, increased labour costs unmet targets and in most organizations as indicated by a mean of 4.11, 4.04 ,3.78 and 4.37 respectively as shown in the table 4.4.

Table 4. 4: Employee recognition/recommendation letters

	Very great extent	Great extent	Moderate	Low extent	Very Low extent	Mean	Stdev
Job satisfaction includes soc recognition which consists personal attention, mos conveyed verbally, throu expressions of interest, appro and appreciation for a job w done	0	0	25.9	37.0	37.0	4.11	.80
The award of equal benefits fails to recognize workforce diversity	0	7.4	29.6	14.8	48.1	4.04	1.06
Employee benefits are awarded equally for a specific job grade and in return, this has contributed to high labour turnover	0	11	29.7	29.6	29.6	3.78	1.01
Lack of employee recognition/commendation leads to loss of talent, increased labour costs unmet targets and in most organizations	0		7.4	48.1	44.4	4.37	.63

The findings relate with those of Myers (2004) who explained, that there is a negative relationship between the firm employee recognition/commendation letters and the job satisfaction, which are, contributes firms performance.

4.6 Employee training

4.6.1 Employee training and job satisfaction at TSC

The respondents were asked to indicate whether employee training influence job satisfaction at TSC. The findings are illustrated in figure 4.9.
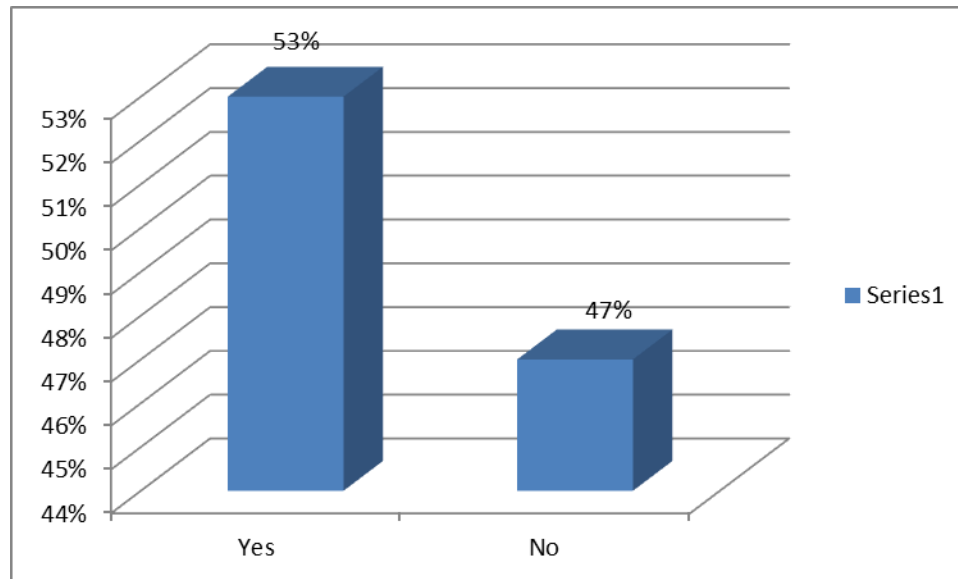
Figure 4. 9: Employee training and job satisfaction at TSC

A study by World Bank (2000) indicated that there was a strong relationship between staff training and efficient service delivery in the public sector where it was observed that the persons with higher education and professional training provided efficient services as compared to their counter parts with low levels of education.

4.6.2 Extent to which employee training influence job satisfaction at TSC

The extent to which employee training influence job satisfaction at TSC. The finding are displayed in Figure 4.11.
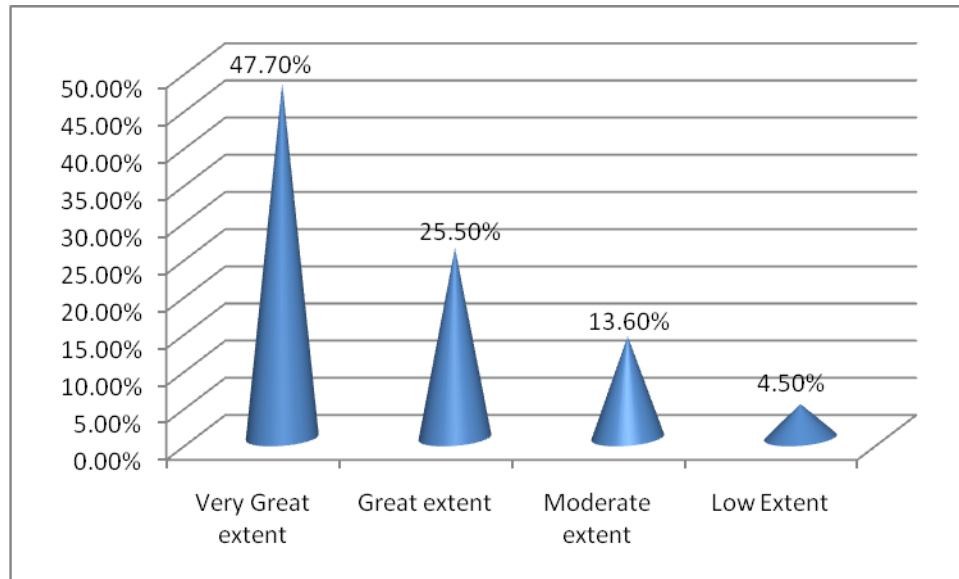
Figure 4. 10 Employee training and job satisfaction at TSC

From figure 4.10, 47.7 % of the respondents indicated that employee training influence job satisfaction at TSC to a Very great extent, 25.5% indicated that employee training influence job satisfaction at TSC to a Great extent, 13.6 % indicated that employee training influence job satisfaction at TSC to a Moderate extent, while 4.5 % indicated that employee training influence job satisfaction at TSC to a low extent.

4.7.2   Level of agreement with the statements regarding employee training and its influence on job satisfaction at TSC

The Level of agreement with the statements relating to employee training and its influence on job satisfaction at TSC. From the findings on level of agreement with statements regarding the employee training and its influence on job satisfaction at TSC, respondents agreed that The need to train or imparting of new

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skills and attitudes has become a daily aspect of each individual's working life; Organizations have initiated integrated employee training programs to assist in the management of labor turnover, Where training is conducted, employees feel motivated and this reduces the labor turnover, and Management must ensure that adequate plans and resources exist to recruit, motivate, train and develop employees.. as indicated by a mean of 3.78, 3.89, 3.63, and 3.78 respectively in the table 4.5.

Table 4. 5: Employee training and job satisfaction at TSC.

	Very great extent	Great extent	Moderate extent	Low extent	Very Low extent	Mean	Stdev
The need to train or imparting of new skills and attitudes has become a daily aspect of each individual's working life	3.7	7.4	22.2	40.7	25.9	3.78	1.05
Organizations have initiated integrated employee training programs to assist in the management of labor turnover	3.7	3.7	29.6	25.9	37.0	3.89	1.09
Where training is conducted, employees feel motivated and this reduces the labor turnover	0	18	29.6	22.7	29.6	3.63	1.11
Management must ensure that adequate plans and resources exist to recruit, motivate, train and develop employees.	0	11	29.7	29.6	29.6	3.78	1.01

The findings relate with the findings of Tas (2008) who recognized frequent career specialty training provides employees with the opportunity to enhance

knowledge, skills, and abilities necessary to perform jobs beyond the minimum level and that it also allows employees the opportunity to explore new areas of interest and specialization that will enhance abilities and skills in other specialized jobs.

4.8 Corporate Governance

The level of agreement with the statements relating to corporate governance on the findings on corporate governance respondents agreed to the statement that Corporate governance enhances the integrity and efficiency of capital markets, which in turn will improve investor confidence; Corporate governance is considered as having significant implications for the growth prospects of an economy; Effective corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information; and Companies with demanding governance standards show higher market valuations; as indicated by a mean of 4.07, 3.85, 3.59, and 3.89 respectively. As shown in the table 4.6.

Table 4. 6: Corporate governance

	Very great	Great extent	Moderate extent	Low extent	Very Low extent	Mean	Stdev
Corporate governance enhances the integrity and efficiency of capital markets, which in turn will improve investor confidence	0	3.7	25.9	29.6	40.7	4.07	.92
Corporate governance is considered as having significant implications for the growth prospects of an economy	3.7	7.4	25.9	25.9	37.0	3.85	1.13
Effective corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information,	7.4	7.4	29.6	29.6	25.9	3.59	1.19
Companies with demanding governance standards show higher market valuations	3.7	3.7	29.6	25.9	37.0	3.89	1.09

This was line with Cassar and Holmes (2005) who are argued that Effective corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information.

4.9 Regression analysis

The researcher conducted a multiple regression analysis so as to investigate the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The researcher applied the statistical package SPSS, to enter and compute the measurements of the multiple regressions for the study as presented below.

Table 4. 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718[a]	.854	.786	.98643

Source: Study, 2014

a. Predictors: (Constant) employee involvement, remuneration, commendation letters, and employee training.

b. Governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya) that is explained by all the 4 independent variables (employee

involvement, remuneration, commendation letters, and employee training). The four independent variables that were studied, explain 78.5% of variance to establish the governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya as represented by the R^2.This therefore means that other factors not studied in this research contribute 21.5% of variance in the dependent variable. Therefore, further research should be conducted to investigate the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.

Table 4. 8: ANOVAa

ANOVA[a]		Sum of Squares	df	Mean Square	F	Sig.
Model						
1	Regression	11.564	4	1.671	15.478	.000[b]
	Residual	72.283	425	.165		
	Total	86.767	431			
a. Predictors: (Constant) employee involvement, remuneration, commendation letters, and employee training.						
b. Governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.						

The F critical at 5% level of significance was 3.56.since F calculated is greater than the F critical (value 15.478), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor

variables, explain the variation in the dependent variable which is Governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.

If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Table 4. 9: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.778	.984		8.110	.000
Employee involvement	.370	.117	.272	2.302	.005
Remuneration	.042	.165	.025	.195	.004
Employee recognition	.405	.148	.256	2.065	.003
Employee training	.491	.180	.275	2.175	.001

The regression equation (**Y = β0+ β1X1 + β2X2 + β3X3 + β4X4)** was interpreted to mean

$Y = 8.778 + .370X_1 + .042X2 + .405X_3 + .491X_4 + .033X_5$

Y= governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya

X_1 is Employee involvement, X_2 Remuneration, X3 is Commendation letters, and X4 is the Employee training. According to the equation, taking all factors (employee involvement, remuneration, commendation letters, and employee training.) constant at zero, overall governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. will be 8.778. The data findings also show that a unit increase Employee involvement will lead to a 0.370 increase governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya; a unit increase Remuneration will lead to a 0. 042 increase in governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. a unit increase in Commendation letters, a unit increase in commendation letters will lead to a 0. 405 increases in governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya and a unit increase in employee training will lead to a 0.491 increase in governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.

Y= governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This covers the summary of findings, conclusion and recommendations in line with the topic of study that is to investigate the influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.

5.2 Summary of findings

The study sought to investigate the factors influence of governance practices on employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya. The following research objectives were studied To determine the influence of employee involvement in decision making on job satisfaction at Teachers Service Commission, To establish the influence of remuneration on job satisfaction of staff at Teachers Service Commission, To establish ways in which the use of commendation letters influence job satisfaction at Teachers Service Commission and To determine the extent to which employee training influences job satisfaction at Teachers Service Commission.

This study employed a descriptive survey research design. This research design was a very valuable tool for assessing opinions and trends. It involves the

collection of information from a sample of individuals through their responses to questions. The population of interest in this study was the staff working with the Teachers' Service Commission. The TSC has a total of 2945 staff i.e. 587 lower cadre staff (supervisors) and 2024 junior staff and 334 top and middle level management staff. The target population was the clerical staffs who include the junior and lower cadre staffs like the supervisors from the head office of the Commission. Mugenda (2008) explains that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

5.3 Discussion of findings

From the findings, it was established that the respondents were very satisfied as employees are more empowered their job stress decreases, Lack of employee involvement and high turnover rates impact organizations, When employees feel unsatisfied and unappreciated they leave the organization and High staff turnover due to dissatisfaction puts higher workloads and stress levels on those who remain and ultimately further drives down satisfaction.

On remuneration, it was clear that compensation programs were developed to motivate, attract, reward and retain work force, Money is a hygiene factor which doesn't cause job satisfaction, Rewards consist of all the economic benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition

and responsibilities, and Good reward systems are usually in the form of employee benefits awarded to staff differentially based on individual performance

The study also revealed that Job satisfaction includes social recognition which consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done; The award of equal benefits fails to recognize workforce diversity; Employee benefits are awarded equally for a specific job grade and in return, this has contributed to high labour turnover; and Lack of employee recognition/commendation leads to loss of talent, increased labour costs unmet targets and in most organizations.

The study also found that that the need to train or imparting of new skills and attitudes has become a daily aspect of each individual's working life; Organizations have initiated integrated employee training programs to assist in the management of labor turnover, Where training is conducted, employees feel motivated and this reduces the labor turnover, and Management must ensure that adequate plans and resources exist to recruit, motivate, train and develop employees.

On corporate governance, the study established that Corporate governance enhances the integrity and efficiency of capital markets, which in turn will improve investor confidence; Corporate governance is considered as having significant implications for the growth prospects of an economy; Effective

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corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information; and Companies with demanding governance standards show higher market valuations.

This was in line with Cassar and Holmes (2005) who argued that Effective corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information,.

Finally From the findings on job satisfaction respondents agreed that the higher the prestige of the job, the greater the job satisfaction; Improved job satisfaction can sometimes decrease job performance, Job satisfaction is as individual as one's feelings or state of mind, Inventories, and Job satisfaction can be influenced by the quality of one's relationship with their supervisor.

This was in line with Harris and Raviv (2008), who argued that the higher the prestige of the job, the greater the job satisfaction and Improved job satisfaction can sometimes decrease job performance.

5.4 Conclusions

The study concludes that as employees are more empowered, their job stress decreases; Lack of employee involvement and high turnover rates impact organizations; When employees feel unsatisfied and unappreciated they leave the organization, and High staff turnover due to dissatisfaction puts higher workloads

and stress levels on those who remain and ultimately further drives down satisfaction.

Further the study concludes that Job satisfaction includes social recognition which consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done; The award of equal benefits fails to recognize workforce diversity; Employee benefits are awarded equally for a specific job grade and in return, this has contributed to high labour turnover; and Lack of employee recognition/commendation leads to loss of talent, and increased labour costs unmet targets.

Additionally the study concludes that Where training is conducted, employees feel motivated and this reduces the labor turnover, and Management must ensure that adequate plans and resources exist to recruit, motivate, train and develop employees Finally the study concludes that Improved job satisfaction can sometimes decrease job performance, Job satisfaction is as individual as one's feelings or state of mind, Inventories, and Job satisfaction can be influenced by the quality of one's relationship with their supervisor.

5.5 Recommendations

The study recommended that Teachers Service Commission should involve employee that is the teachers in their decision making since Decision rights allow greater involvement of employees in deciding on issues that affect their work. So workers have a say in defining the right Key Performance Indicators (KPIs) and

establish Critical Success Factors (CSFs) concerning their job responsibilities. Armstrong, (2006) observes that employees are most likely to meet or exceed performance goals when they are empowered with the authority to make decisions and solve problems related to the results for which they are accountable. This is in line with Hewitt, (2002) who argues that the contributions of individuals and teams are a starting point for enumerating the results for which workers are accountable.

In relation to the remuneration, the study recommended that there is need for Teachers Service Commission to put into consideration proper and good remuneration strategies to teachers since The purpose of remuneration is primarily to attract and keep skilled labor. It also encourages employees to act in accordance with all stakeholders' desire, and thus, reduce possible conflicts of interests within organizations. remuneration should be designed in a way that affects employees positively.

As pertains to the use of commendation letters the study recommended that Teachers Service Commission As a service provider, must use proactive approaches to get customers and/or staff support by giving them the most appropriate services first time, all the time. It is recognized that both present and potential customers and employees attribute certain qualities to particular services.

On the training, the study recommended that Teachers Service Commission should encourage more of its employees to further their education by enrolling in institutions of higher learning colleges in order to achieve the required development objectives and the range of competencies, knowledge and skills which are necessary to meet effectively the employee job satisfaction at the Teachers' Service Commission headquarters Nairobi, Kenya.. The study also recommended that proficiency in-service training as a component of the career development initiative must be closely coordinated with the organization's training efforts. This benefits both the Teachers' Service Commission and its employees by keeping them up-to-date on duties and responsibilities within present job assignments.

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APPENDICES
APPENDIX A: LETTER OF INTRODUCTION

P.O. Box 50465

NAIROBI

The Secretary

Teachers Service Commission

NAIROBI

Dear Sir,

RE: PERMISSION TO COLLECT DATA FROM TEACHERS SERVICE COMMISSION HEADQUARTERS NAIROBI

I am undertaking a Master degree in Corporate Governance at the University of Nairobi. As part of the course, I am required to undertake a research project. **My project is on the influence of governance practices on job satisfaction of staff at Teachers Service Commission**. I intend to carry out this study at Teachers' Service Commission, Headquarters. This is therefore to kindly request for your permission to visit the employees.

Thank you in advance.

Kitheka Mary Muindi

Instructions:

Please read each question carefully. Kindly answer all the questions by ticking or filling in the spaces provided. All responses given will be treated with a lot of confidentiality.

Part A: Respondents Information

1. What is your gender?
    Female   [ ]   Male   [ ]

2. How long have you worked in your present organization?
    Below 1 year [ ]   1-5 years   [ ]
    5-10 years   [ ]   Above 10 years [ ]

3. Level of education
    Secondary Certificate   [ ]   Diploma level   [ ]

    Bachelor's Degree Level   [ ]   Masters Level   [ ]

    Post Graduate   [ ]

Part B: Job Satisfaction Variables

Employee Involvement

4. Does employee involvement in decision making influence job satisfaction at TSC?
    Yes   [ ]   No   [ ]

5. To what extent does employee involvement in decision making influence job satisfaction at TSC?
    Very great extent   [ ]   Great extent   [ ]   Moderate extent
    [ ]

    Little extent   [ ]   No extent   [ ]

6. What is your level of agreement with the following statements relating to employee involvement in decision making affecting job satisfaction at TSC? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

	1	2	3	4	5
As employees are more empowered their job stress decreases					
Lack of employee involvement and high turnover rates impact organizations					
When employees feel unsatisfied and unappreciated they leave the organization					
High staff turnover due to dissatisfaction puts higher workloads and stress levels on those who remain and ultimately further drives down satisfaction					

7. In your view, how else does employee involvement in decision making influence job satisfaction at TSC?

……………………………………………………………………………………………………

……… **Remuneration**

8. Does remuneration influence job satisfaction at TSC?

   Yes   [ ]   No   [ ]

9. To what extent does remuneration influence job satisfaction at TSC?

   Very great extent   [ ]   Great extent   [ ]
   Moderate extent   [ ]   Little extent   [ ]
   No extent   [ ]

10. What is your level of agreement with the following statements relating to remuneration and its influence on job satisfaction at TSC? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

	1	2	3	4	5
Compensation programs were developed to motivate, attract, reward and retain work force					
Money is a hygiene factor which doesn't cause job satisfaction					
Rewards consist of all the economic benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition and responsibilities					

Good reward systems are usually in the form of employee benefits awarded to staff differentially based on individual performance.					

11. In your view, how else do incentives influence job satisfaction at TSC?

…………………………………………………………………………………………
………

Employee recognition/commendation letters

12. Do employee recognition/commendation letters influence job satisfaction at TSC?

    Yes   [ ]   No   [ ]

13. To what extent do employee recognition/commendation letters influence job satisfaction at TSC?

    Very great extent   [ ]   Great extent [ ]

    Moderate extent   [ ]   Little extent [ ]

    No extent   [ ]

14. What is your level of agreement with the following statements relating to employee recognition/commendation letters and their influence on job satisfaction at TSC? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree)

	1	2	3	4	5
Job satisfaction includes social recognition which consists of personal attention, mostly conveyed verbally, through expressions of interest, approval and appreciation for a job well done					
The award of equal benefits fails to recognize workforce diversity					
Employee benefits are awarded equally for a specific job grade and in return, this has contributed to high labour turnover					
Lack of employee recognition/commendation leads to loss of talent, increased labour costs unmet targets and in most organizations					

15. In your view, how else do employee recognition/commendation letters influence job satisfaction at TSC?

    ……………………………………………………………………………………

Employee training

16. Does employee training influence job satisfaction at TSC?

    Yes   [ ]   No   [ ]

17. To what extent does employee training influence job satisfaction at TSC?

    Very great extent   [ ]   Great extent [ ]

    Moderate extent   [ ]   Little extent [ ]

    No extent   [ ]

18. What is your level of agreement with the following statements relating to employee training and its influence on job satisfaction at TSC? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

	1	2	3	4	5
The need to train or imparting of new skills and attitudes has become a daily aspect of each individual's working life					
Organizations have initiated integrated employee training programs to assist in the management of labor turnover					
Where training is conducted, employees feel motivated and this reduces the labor turnover					
Management must ensure that adequate plans and resources exist to recruit, motivate, train and develop employees.					

19. In your view, how else does training influence job satisfaction at TSC?

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………

Corporate Governance

20. What is your level of agreement with the following statements relating to corporate governance? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5- Strongly Disagree)

	1	2	3	4	5
Corporate governance enhances the integrity and efficiency of capital markets, which in turn will improve investor confidence					

Corporate governance is considered as having significant implications for the growth prospects of an economy					
Effective corporate governance is considered as ensuring corporate accountability, enhancing the reliability and quality of public financial information,					
Companies with demanding governance standards show higher market valuations					

Job satisfaction

21. What is your level of agreement with the following statements relating to job satisfaction? (1- Strongly agree, 2- Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree)

	1	2	3	4	5
The higher the prestige of the job, the greater the job satisfaction.					
Improved job satisfaction can sometimes decrease job performance					
Job satisfaction is as individual as one's feelings or state of mind					
Job satisfaction can be influenced by the quality of one's relationship with their supervisor					

Thank You

APPENDIX C: LETTER OF AUTHORISATION

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9* Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

NACOSTI/P/14/7124/2799

Date:
25ᵗʰ August, 2014

Mary Muindi Kitheka
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of governance practices on employee job satisfaction at Teachers Service Commission Headquarters Nairobi, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending 23ʳᵈ **October, 2014.**

You are advised to report to **the Chief Executive Officer, Teachers Service Commission, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

SAID HUSSEIN
FOR: SECRETARY/CEO

Copy to:

The Chief Executive Officer
Teachers Service Commission.

The County Commissioner
The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

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APPENDIX D: RESEARCH CLEARANCE PERMIT

THIS IS TO CERTIFY THAT:
MS. MARY MUINDI KITHEKA
of UNIVERSITY OF NAIROBI, 50465-200
Nairobi,has been permitted to conduct
research in *Nairobi County*

on the topic: *INFLUENCE OF*
GOVERNANCE PRACTICES ON EMPLOYEE
JOB SATISFACTION AT TEACHERS
SERVICE COMMISSION HEADQUARTERS
NAIROBI, KENYA

for the period ending:
23rd October,2014

Permit No : NACOSTI/P/14/7124/2799
Date Of Issue : 25th August,2014
Fee Recieved :Ksh 1,000

....
Applicant's
Signature

........................:Secretary
National Commission for Science,
Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit

2. Government Officers will not be interviewed without prior appointment.

3. No questionnaire will be used unless it has been approved.

4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.

5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.

6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 2975

CONDITIONS: see back page

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