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**MASTER OF ARTS IN SOCIOLOGY (RURAL SOCIOLOGY AND COMMUNITY
DEVELOPMENT CLUSTER)**

**FACTORS AFFECTING EMPLOYEE SATISFACTION IN THE CITY COUNCIL OF
NAIROBI**

PROJECT PAPER

By

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REG. C50/8323/2000



**This research project submitted in partial fulfilment of the requirement of the
Department of Sociology for the Award of Master of Arts Degree**

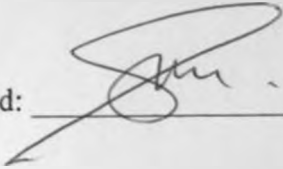
November 2012

DECLARATION

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

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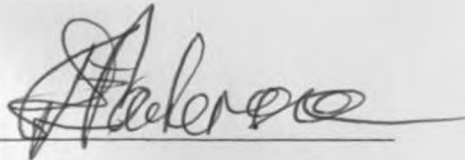
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ABSTRACT

An essential feature of any successful organization is employees' satisfaction. One of the most important challenges facing managers is therefore the creation of a context within which employee satisfaction is enhanced and sustained. This motivates employees to act effectively enabling the organization to achieve its vision, mission and goals. Therefore, the perception of an employee towards employment has a direct effect on the quality of the expected output. The objective of this study was to determine the factors affecting employees' satisfaction. Specifically, the study sought to establish whether job security, employee - supervisor relationship, opportunity for advancement and the working conditions affected the level of job satisfaction among the employees at the City Council of Nairobi. The study gathered descriptive data using a questionnaire from employees who had worked at the council for more than three years. The study revealed that staff at the City Council Nairobi felt secure about employment. In addition the study found that employees' relationship with the supervisors and the working conditions at the council contributed to a positive level of satisfaction. The study also found that promotions were not done in a fair manner and factors such as tribalism determined an individual's chances of being promoted.

The study concluded that overall job security affected employee satisfaction to a great extent. The study deduced that organization structure at the CCN influenced allocation of tasks, facilitated the flow of work, coordination of objectives, linked individuals to activities and gave individuals authority to perform tasks. The study also concluded that the supervisors clearly communicated what was expected and employees were satisfied with their understanding of how targets were linked to the Council's goals. Supervisors encouraged high achievement by reducing the fear of failure and provided continuous feedback to help employees achieve. The study recommended that there should be clear communication of what is expected of employees with provisions for continuous feedback to help them achieve the objectives of their jobs. Staff promotions should be done in a fair and equitable manner as this will enhance morale at the Council. Other approaches to solving the problem of employee satisfaction would involve employee remunerations; for example special duty allowances, better pay and staff motivation.

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LIST OF ACRONYMS

ERS	Economic Recovery Strategy
MDG's	Millennium Development Goals
CBD	Central Business District
HR	Human Resource
CEO	Chief Executive Officer
SPSS	Statistical Package for Social Sciences

CHAPTER ONE: INTRODUCTION

1.1 Background the Study

Employee turnover has been a major problem in the public sector in developing countries hence necessitating an investigation into the reasons for this turnover (Hinkin and Tracey, 2000). Some of the reasons cited for this turnover are low compensation, inadequate benefits, poor working conditions, poor worker morale, job attitudes, and inadequate recruitment (Milman, 2002; Goymour, 2002). All these reasons are presumably related as low compensation and would undoubtedly contribute to poor worker attitude or morale.

Prior studies of workers' satisfaction have focused on the measures of their attitude about their work environment (that is, the job, supervisors, co workers) and related attitude to one another (that is, job satisfaction to organizational commitment) turnover, absenteeism from work and other behaviours (Firth et al., 2004; Dickter et al., 1996).

The causal relationship between employee satisfaction and performance is a topic of growing academic and managerial interest (Oliver, 1997; Reichheld, 1996; Estelami, 2000; Heskett et al., 1997). This stream of research has helped conceptualize the notion of a "quality service (Heskett et al., 1997), in which firm performance is hypothesized to be dependent on the satisfaction levels of employees and customers of a service organization. The service profit chain postulates that higher employee satisfaction levels lead to high customer satisfaction, and ultimately affects consumer loyalty and performance. This line of thinking not only has an intuitive appeal, but it also highlights the critical role of customer and employee satisfaction.

1.1.1 Profile of the City Council of Nairobi

City Council of Nairobi derives its legal mandate from the Local Government Act (Cap 265) of the Laws of Kenya amongst other Acts of Parliament that augment its diverse core functions and priorities. These priorities are contained in various policy and planning documents such as the National Development Plans, Poverty Reduction Strategy Paper and Economic Recovery Strategy (ERS) for Wealth and Employment Creation in the medium term and Kenya's vision 2030 & the Millennium Development Goals (MDG's) in the long term.

The mandate of the City Council of Nairobi is to provide and manage basic social and

physical infrastructure services to the residents of Nairobi. These services include Pre-primary and primary or basic education, public health and sanitation, environmental protection and management, roads drainage and security lighting, water supply and sewerage, refuse and garbage collection, urban planning and development control, urban public transport management, public housing, fire services , provision of burial services and sites, community development, and enforcement of City By-Laws.

Nairobi's population has grown from an estimated 1.1 million in 1985 to around 3 million today with the numbers set to rise to about 3.8 million by 2015. An estimated 44 per cent of the city's population lives below the poverty line. Informal settlements, lack of sufficient sanitation, increasing pollution of water supplies, rising amounts of solid waste and traffic related fumes are currently all taking their toll on the health and wealth of the city. This scenario prompts the need of a study to establish the factors that influence job satisfaction of employees in the city council of Nairobi. Job satisfaction has been linked to influence the general performance of employees in organizations (Goymour, 2002).

1.2 Problem Statement

The causal relationship between employee satisfaction and performance of organization is a topic of growing academic and managerial interest (Reichheld, 1996). This stream of research has helped conceptualize the notion of a "service chain" (Weiss, 2002), in which firm performance is hypothesized to be dependent on the satisfaction levels of employees of a service organization.

Organisations are primarily concerned with achieving a better performance at lower costs. For employees, a very important factor is gaining pleasure from their work. With respect to productivity, a common opinion is that an open structure (transparent dividing walls, or no cut-offs at all) encourages more communication and facilitates an easier exchange of knowledge and skills, whereas the availability of cockpits or concentration cells creates good conditions for concentrated work (Reichheld, 1996). With respect to employee satisfaction, a common belief is that giving up one's personal desk conflicts with basic human needs for privacy, territoriality, and personalization and expressing one's status, but that this can be compensated by good architecture and interior design and high-tech gadgets (Weiss, 2002).

Various local studies have been conducted. Mududa, (1983) carried a research on employing trained personnel for improved job satisfaction: a case study of Kenya civil service; Agala-Mulwa (2002) did a survey of the relationship between training and development programs and job satisfaction in microfinance institutions in Nairobi while Koech, (2007) carried out a survey on the influence of job design on employee perception on job satisfaction in Kenya airways which did a comparison between pre and post privatization periods. It's generally agreed that workers join and stay in organization only if they are satisfied with their jobs. Of all the studies done, there's seldom study capturing on factors affecting the employee satisfaction in the local government authorities in Kenya.

1.3 Research Questions

The study sought answers to the following research questions:

- i. Does job security influence the level of job satisfaction among employees at the City Council of Nairobi?
- ii. Does employees' relationship with supervisor affect the employees' level of job satisfaction at the City Council of Nairobi?
- iii. Does opportunity for career advancement affect the level of job satisfaction among employees at the City Council of Nairobi?
- iv. Do the working conditions at the City council of Nairobi affect the level of job satisfaction among the employees?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study was to determine the factors affecting employees' satisfaction.

1.4.2 Specific Objectives

This study was guided by the following specific objectives:

- i. To establish whether job security influences the level of job satisfaction among

employees at the City council of Nairobi.

- ii. To investigate whether the employee - supervisor relationship affects the level of job satisfaction among employees at the City council of Nairobi.
- iii. To establish the influence of opportunity for advancement on the level of job satisfaction among employees at the City council of Nairobi.
- iv. To determine the influence of working conditions on the level of job satisfaction among employees at the City council of Nairobi.

1.5 Justification of the Study

This survey was expected to be invaluable to various stakeholders within the City Council of Nairobi. It was hoped that the survey findings would benefit the management in that it would be in a position to know the level of its employees satisfaction and where necessary carry out necessary changes. This is likely to lead to increased motivation and productivity among employees at the City Council of Nairobi.

The management at the City Council of Nairobi would use this survey to measure the success of the implemented recommendations of the previous employee satisfaction surveys.

The results of this study would be quite useful to other researchers in the government (especially Ministry of Local Governments) as well as Human Resource managers who would find it useful in assessing the best route towards enhancing the employees' satisfaction. It is well known that any organization intending to achieve its goals has to achieve employee satisfaction through positive policies and support to its employees in their work places.

In the development of government policy papers the potential of the local government, which the City Council of Nairobi is part; greatly need the effective participation of the local authorities. With this survey, the policy makers would know how well to incorporate the local authority and how effective to ensure its full participation.

1.6 Scope

The survey aimed to investigate the level of employee satisfaction at the City Council of

Nairobi in Kenya. This study was limited to the City Council of Nairobi. It covered the work stations in the CBD of Nairobi. Employees from various departments were involved in the study. This gave enough ground to generalize on the whole organization. The researcher believed that this would provide an adequate population and sample for the survey and therefore give reliable results and findings. The findings could be generalized in the whole organization's work stations across the city of Nairobi.

1.7 Definition of Operational Terms

Job Security- A feeling, which involves being able to hold on the job, being sure that all will be well with the job in future as in the past

Career Advancement – This is the process by which employees' progress through a series of stages, each characterized by a different set of developmental tasks, activities and relationships

Working Conditions- This refers to aspects of space, surrounding and status in workplaces

Employee – This is a person who works in the service of another person under an express or implied contract of service

Employee Satisfaction- Employee satisfaction is a measure of how happy workers are with their job and working environment. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work.

Job Advancement - This is the promotion of an employee within a company position or job task.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introductions

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical review, and the conceptual framework.

2.2 Employee Satisfaction Concept

Employee satisfaction is often measured by anonymous surveys administered periodically that gauge employee satisfaction in areas such as management and teamwork. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Iaffaldano and Muchinsky, 2000).

Armstrong (2004) argues that it is commonly held that an increase in satisfaction will result in improved performance; however it can be argued that it is not job satisfaction that produces high performance, but high performance that produces job satisfaction. Old corn (1996) argues that, unless individual's work is designed to be satisfying, productivity is unlikely to result. Good performance leads to job satisfaction, which leads to better job performance, and more job satisfaction.

On work behaviour, Gupta (2004) argues that the level of job satisfaction seems to have some relation with various aspects of work behaviour such as absenteeism, turnover and productivity. Several studies have revealed varying degrees of relationships between job satisfaction and factors of work behaviour. Such studies include Chanzu, (2005), who focuses on the levels and factors affecting job satisfaction; Ukur, (2005) who has linked job satisfaction to perceived empowerment. Koech, (2003) relates job satisfaction to career development, while Azgele, (2005) relates training and development to job satisfaction. Whether work behaviour is the cause of effect of job satisfaction, is not clear from these studies. It is generally assumed that satisfied employees are more productive. Job satisfaction does not necessarily imply high performance. Research reveals no relationship between job

satisfaction and productivity.

According to Dessler, (1999) Job satisfaction reflects the attitudes about an employee's job in practice. Measuring it usually means measuring several specific aspects of the job using instruments such as the popular job satisfaction survey, the job descriptive index which measures the following five aspects of job satisfaction: Pay (how much pay is received and is it perceived to be equitable?) Job (are tasks interesting? And are opportunities for learning acceptable?) Promotional opportunities (are promotions and opportunities to advance available and fair?) Supervisor (does the supervisor demonstrate interest in and concern about employees?) Co-workers (Are workers friendly, competent and supportive?)

2.3 Factors Affecting Employee Performance

2.3.1 Job Security

Jack and Celeste (2006) posit that, in today's environment of economic and technological change, job insecurity is recognized as a chronic condition affecting the general workforce. Job insecurity is not only concerned with the potential loss of employment but also with the uncertainty regarding job and career issues including one's level of responsibility and promotional opportunities (Jack & Celeste, 2006). Researchers have examined issues such as how managing organizational change, downsizing, and outsourcing influence feelings of insecurity in employees and affect survivors' levels of commitment, intended turnover, and productivity. Job insecurity has been generally viewed as having a cognitive component that reflects the likelihood of losing a valued attribute such as one's job and an emotional component or reaction, such as the strain associated with the prospect of loss (Jack & Celeste, 2006). The issue of job security among workers is gaining importance as more organizational and environmental changes such as manufacturing transplants, decreased governmental regulations, and organizational downsizing are taking place (Ayalla & Zehava, 1998). These changes have the potential of reducing the number and nature of jobs in public and private organizations alike.

Job security is interpreted differently in each of the two main sectors: while jobs of public sector employees are usually perceived as relatively secure, jobs of private sector employees are perceived as relatively insecure (Ayalla & Zehava, 1998). According to Weiss, (2002) job

insecurity in the teaching profession is viewed along the same sectoral lines. Although schoolteachers in general are perceived as more steadily employed than employees in business organizations, public-sector schoolteachers usually enjoy strong union protection, while jobs of private sector schoolteachers are relatively less protected (Weiss, 2002). This distinction is particularly evident in secondary school teaching in Israel. Schoolteachers in Israeli public schools are mostly employed by their local municipalities, the "owners" of secondary school systems, and are organized in powerful unions (Ayalla & Zehava, 1998).

2.3.2 Relationship with Supervisors

There is disagreement on the importance of the supervisor-worker relationship and job satisfaction. Herzberg, Mausner, and Snyderman (1959) stated that the relationship between workers and supervisors is overrated as a variable affecting job satisfaction. Vroom (1982), however, stated that there is considerable evidence demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors. According to Topper (2007), there are many factors that come into play in how well an employee performs on the job. However, Topper (2007) asserts that many supervisors believe that the most important factor is the relationship between employee and supervisor. Yet, supervisors unconsciously and unintentionally contribute to the failure of some employees by categorizing an employee as either strong or weak in the first three weeks of employment (Topper, 2007).

Bruce and Blackburn (1992) ranked good managerial relations second among variables affecting job satisfaction. They asserted that both job satisfaction and job performance are dependent on supervisors in the organization. Through their study of six employees in various occupations, they found several aspects of managerial relations with workers to be significantly related to job satisfaction, as indicated by chi-square tests of association. "Treat employee as important person" was one managerial behavior that was found to be related to job satisfaction. Other managerial variables found to be related to job satisfaction were "communication," "frankness," "consistence," "help solve job-related problems," "encouragement to seek educational opportunities," "awareness of employee difficulties," "encouragement to make suggestions," and "ability to foster good relations with work force" (Bruce & Blackburn, 1992). Other researchers have concluded that supervisor relations are important to job satisfaction. Solly and Hohenshil, (1986) found that supervisor relations are

related to overall satisfaction among school psychologists.

Supervisory support can be defined as the degree to which supervisors, value subordinates' contributions and care about their well-being (Kottke & Sharafinski, 1988). The importance of supervisory relationship on employee attitude and behaviour has been the subject of numerous studies. Past research has demonstrated that in general, higher supervisor support can enhance employee displays of OCB people always seek to reciprocate those who benefit them. When a supervisor engages in helping behaviour toward an employee, the employees incur obligations to repay the supervisor so that the exchange is mutually beneficial. On the other hand, if an employee's sense of support from the supervisor is violated, he or she will subsequently reduce or withhold OCB (Jack and Celeste, 2006). According to Sutter (1997) supervisors, are one of the main factors which affect job satisfaction. Managers interested in employees' work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employees' job satisfaction.

2.3.3 Opportunity for Advancement

How a worker views the opportunity for advancement is important to how satisfied the worker is with the job. Vroom (1982) found considerable evidence in related literature to suggest that promotional opportunities are important to a worker's satisfaction with the job. Vroom explained that job satisfaction is directly related to the extent that jobs provide individuals with rewarding outcomes. If a worker believes that achievement of organizational goals will lead to such personal rewards as promotion, then whether or not these rewards occur is likely to affect the worker's job satisfaction. Scarpello and Campbell (1983), also stated that promotional opportunity is important to job satisfaction. They wrote: "Employees who perceive few opportunities for advancement have negative attitudes toward their work and their organizations".

According to Sutter, (1997) the importance of career advancement to job satisfaction is that, teachers who have high career aspirations view their jobs as preparation for higher jobs. This is consistent with the thinking of Okumbe (1992) who wrote that many teachers expect to have jobs as principals. Sutter (1997) further states that because many teachers believe they would someday be promoted, they view their current jobs as preparation for higher ranking jobs and are satisfied in their current positions. According to Nwachukwu (2000) it is possible

that the direct effect of a teachers career aspirations and opportunity for advancement on job satisfaction may be negative in that the higher the desire of a person to be promoted, the less satisfied the person may be with the current position; however, several writers do not support this hypothesis (Sutter, 1994). As teachers become older, career aspirations and opportunity for advancement decrease because they have become more satisfied with their current positions, and the opportunity to advance seems less likely than it did when they were younger.

While advancement in rank or position is associated with higher pay, and thus is an extrinsic motivator, opportunity for advancement is considered an intrinsic motivator. The opportunity to advance means more to a worker than material gain. Vroom (1982) interpreted promotional opportunity as a desired, positive, personal goal. He stated that promotional opportunity is a goal most workers desire and that an individual's performance is related to the degree to which the individual believes that being promoted is related to performance on the job and how strongly the individual desires the promotion.

Job related advancement opportunities increase employee satisfaction. For example, a job which has an opportunity to participate in projects, presenting competition and requiring more responsibilities (Armstrong, 2004). Another way to improve job satisfaction is by varying tasks assigned to employees. Repetitive tasks make satisfaction difficult. Therefore, employees need independence to be fully satisfied within their jobs (Anderson, 1984). Further Anderson (1984) assumed that workers in highly specialized jobs experience less autonomy or discretion and, consequently, they are more dissatisfied with work than those in less specialized jobs. The above findings clearly make career advancement an uphill task in an organizational culture that lacks trust and freedom to make choices.

2.3.3 Working Conditions

This is the environment that employees find themselves working in. It includes their offices, factories and other locations used to carry out work. It also includes health and safety issues such as masks and protective clothing. Working environment also includes relationship with peers, team building, alignment of values and working hours among others.

A working environment that is conducive enables employees to feel comfortable and happy to

work. This will lead to high motivation because the employees will feel that their needs of comfort, security and good health are well taken care of. Lack of good working environment will lead to low motivation. The idea that poor work conditions are compensated for by higher pay does not accord with the reality of the labour market. As the world moves towards a post industrial society it is becoming readily apparent that the Standard Hours (5-day/40-hour week) model of employment is no longer acceptable for many members of the contemporary workforce. Although there is strong evidence that this rejection of the Standard Hours model of employment will continue to grow within Australia, as yet there is little research being undertaken to determine exactly what forms of work-time options and what conditions of employment the casual or part time worker wants from employers in the future (Sutter, 1997).

Research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator. In a research carried out by Maja and Valdete, (2007) it was found out that there are several overlapping Human Resource (HR) practices that determine and influence motivation in the long run. They include proper communication, trust between workers and the management, proper working techniques that minimize stress, injuries and frustration and a unified working culture. In addition, more Chief Executive Officer (CEO) visits are encouraged at plant level, because they send the signal that the organizations care about all its employees. Finally, a crucial factor is feedback, where the firm should not only criticize, but praise everyone for a job well done. This way, the workers will feel worthy. When long term HR practices are weak or missing in the organizations, the only motivation for the people is money.

According to Herzberg et al (1959), there are hygiene HR practices, which if not satisfied, demotivate employees. These HR practices are Organization policies, relationship with supervisors, work conditions, salary and wages, status, security, relationship with subordinates, and personal life. He clearly saw that motivation of employees depended on their satisfaction of these HR practices. He also came up with motivators, which if the employer satisfied, improved on employees' motivation. These are the sense of achievement, recognition, the opportunity to grow and advance and greater responsibility. Managers need to redesign jobs to provide opportunities for individual achievement, recognition, responsibility, advancement and personal growth.

In Sirola's research, the three HR practices that, together, build enthusiasm, are Equity/Fairness, where people want to be treated fairly at work, Achievement where people want to do important, useful work, and be recognized for this and Camaraderie where people want to enjoy good relationships with their co-workers. Many, maybe most, people start a new job with high levels of motivation and enthusiasm, and they generally want to enjoy what they do. He argues that this natural state of motivation is then reduced, over time by bad practices and poor conditions within the organizations. Sirola's Three-Factor Theory of Human Motivation in the Workplace is based on three fundamental principles: The organization's goals are not in conflict with the workers' goals. Workers have basic needs that organizations should try to meet. Staff enthusiasm is a source of competitive advantage.

2.4 Theoretical Frameworks

2.4.1 Structural Functioning Theory

Structural functional theory holds that society is best understood as a complex system with various interdependent parts that work together to increase stability. For most of the twentieth century the structural functional perspective (also called functionalism) was the dominant sociological approach in the US and Western Europe. Although the label structural functional theory has subsumed multiple perspectives, there are a few basic elements that generally hold for all functionalist approaches in sociology: social systems are composed of interconnected parts; the parts of a system can be understood in terms of how each contributes to meeting the needs of the whole; and social systems tend to remain in equilibrium, with change in one part of the system leading to (generally adverse) changes in other parts of the system. An irony in the development of structural functional theory as a perspective that essentially came to define the discipline of sociology is that the theory in large part arose out of a nineteenth-century effort to link the emerging field of sociology with other more established disciplines. Comte, the social theorist first to use the term sociology, attempted to gain legitimacy for his emerging field by linking it with the biological sciences.

Structural Functionalism

One of the earliest and better known applications of structural functionalism was the functional theory of stratification. This theory argued that stratification was universal and necessary for society, and that it was therefore functional. Stratification here refers to

positions rather than individuals and to the way that individuals are placed in the appropriate position. Since some positions are more important, more pleasant, and require different skills, a system of stratification is necessary to make sure all roles are fulfilled. Much like other versions of structural functionalism, this theory is criticized as conservative and lacking in empirical support.

The single greatest contributor, and practitioner, of structural functionalism was Talcott Parsons (1902-1979). The heart of Parson's theory is built on the four functional imperatives, also known as the AGIL system:

1. The adaptive function, whereby a system adapts to its environment.
2. The goal-attainment function, i.e., how a system defines and achieves its goals.
3. The integrative function or the regulation of the components of the system.
4. Latency, or pattern maintenance function, i.e., how motivation and the dimensions of culture that create and sustain motivation are stimulated.

Complementing this are four action systems, each of which serve a functional imperative: the behavioral organism performs the adaptive function; the personality system performs goal attainment; the social system performs the integrative function; and the cultural system performs pattern maintenance. Parsons saw these action systems acting at different levels of analysis, starting with the behavioral organism and building to the cultural system. He saw these levels hierarchically, with each of the lower levels providing the impetus for the higher levels, with the higher levels controlling the lower levels.

Parsons was concerned primarily with the creation of social order, and he investigated it using his theory based on a number of assumptions, primarily that systems are interdependent; they tend towards equilibrium; they may be either static or involved in change; that allocation and integration are particularly important to systems in any particular point of equilibrium; and that systems are self-maintaining. These assumptions led him to focus primarily on order but to overlook, for the most part, the issue of change.

The basic unit of Parsons's social system is the status-role complex. Actors are seen as a collection of statuses and roles relatively devoid of thought. Parsons's interest was in the large-scale components of social systems, such as collectivities, norms, and values. Parsons

also thought that social systems had a number of functional prerequisites, such as compatibility with other systems, fulfilment of the needs of actors, support from other systems, inducing adequate levels of participation from its members, controlling deviance, controlling conflict, and language.

Parsons was particularly interested in the role of norms and values. He focused on the socialization process, whereby society instills within individuals an outlook in which it is possible for them to pursue their own self-interest while still serving the interests of the system as a whole. It was through socialization that Parsons believed that actors internalized the norms of society. Physical or coercive systems of control were seen as only a secondary line of defense.

The cultural system is at the very pinnacle of action systems. For instance, Parsons believed that culture had the capability of becoming a part of other systems, such as norms and values in the social system. Culture is defined as a patterned, ordered system of symbols that are objects of orientation to actors, internalized aspects of the personality system, and institutionalized patterns. The symbolic nature of culture allows it to control other action systems.

The personality system generates personality, defined as the organized orientation and motivation of action in the individual actor, built by need-dispositions and shaped by the social setting. Again Parsons presents a passive view of actors.

In order to deal with change, Parsons turned to a form of evolutionary theory, focusing on differentiation and adaptive upgrading. He suggested three evolutionary stages: primitive, intermediate, and modern. This perspective suffers from a number of flaws, primarily because it sees change as generally positive and does not deal with the process of change, but rather points of equilibrium across periods of change.

One way that Parsons does inject a real sense of dynamism into his theory is with the concept of the generalized media of interchange. Although this concept is somewhat ambiguous, it can be thought of as resources, particularly symbolic resources, for which there is a universal desire (e.g., money, influence, or political power). The suggestion that individuals might act to

influence the social distribution of such resources (as media entrepreneurs) adds dynamism to what is often seen as a static theory.

2.4.2 Need fulfillment Theory

According to this theory a person is satisfied when he gets from his job what he wants. Schaffer (1953) says “job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied” Thus job satisfaction is viewed as a function of the degree to which the employee’s needs are fulfilled in the job situation.

2.4.3 Two Factor Theory

Fredrick Herzberg and his colleagues developed the two-factor theory. According to this theory satisfaction and dissatisfaction are interdependent. The hygiene factors described as characteristics of the workplace: company policies, working conditions, pay, coworkers, and supervision among others. These factors can make people unhappy if they are poorly managed, however no matter how good these factors are they will never make people truly satisfied or motivated to do a good job. The second categories of factors are known as motivators. Motivators are described as the nature of work itself, the actual job responsibility, an opportunity for personal growth and recognition, the feeling of achievement that the job provides; when these factors are present jobs are presumed to be both satisfying and motivating for most workers (Estelami, 2000).

2.4.4 Systems Theory

Systems theory was originally proposed by Hungarian biologist Ludwig Von Bertalanffy in 1928 (Reichheld, 1996). The foundation of systems theory is that all the components of an organisation are interrelated, and that changing one variable might affect many others, or if one sub-system fails, the whole system is put in jeopardy. Organisations are viewed as open systems, continually interacting with their environment. These parts that share feedback among each other can be looked at as consisting of four aspects namely: inputs (e.g. resources, such as raw materials, money, technology, people); processes (e.g. planning, organising, motivating and controlling); outputs (e.g. products and services) and outcomes (e.g. enhanced systems, productivity) and that when one part of the system is removed, the nature of the system is changed as well. Systems theory helps managers to look at the organisation more broadly and recognise the interrelationships among the various parts.

Systems theory is important in examining the factors influencing on employee job satisfaction. It will, thus, be of interest to find out the extent these factors influence the organization in the ever-changing environment. One of the most salient arguments against systems theory is that the complexity introduced by nonlinearity makes it difficult or impossible to fully understand the relationships between variables. Dawson(2006) views models as mechanistic and he argues that the business practice today is working off models and working on open-ended creative processes as organisations can be viewed as living organisms.

Factors Affecting Job Attitudes

According to Fredrick Herzberg in his book, *The Motivation to Work*, (1959) factors leading to dissatisfaction listed in the order of higher to lower importance include; Company policy, Supervision, Relationship w/Boss, Work condition, Salary and Relationship w/Peers.

On the other hand, factors leading to Satisfaction include, Achievement, Recognition, Work itself, Responsibility, Advancement and Growth

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction.

While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed. First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow.

From the above table of results, one observes that the factors that determine whether there is dissatisfaction or no dissatisfaction are not part of the work itself, but rather, are external factors. Herzberg often referred to these hygiene factors as "KITA" factors, where KITA is an acronym for Kick In The Ass, the process of providing incentives or a threat of punishment to cause someone to do something. Herzberg argues that these provide only short-run success

because the motivator factors that determine whether there is satisfaction or no satisfaction are intrinsic to the job itself, and do not result from carrot and stick incentives.

Implications for Management

If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg:

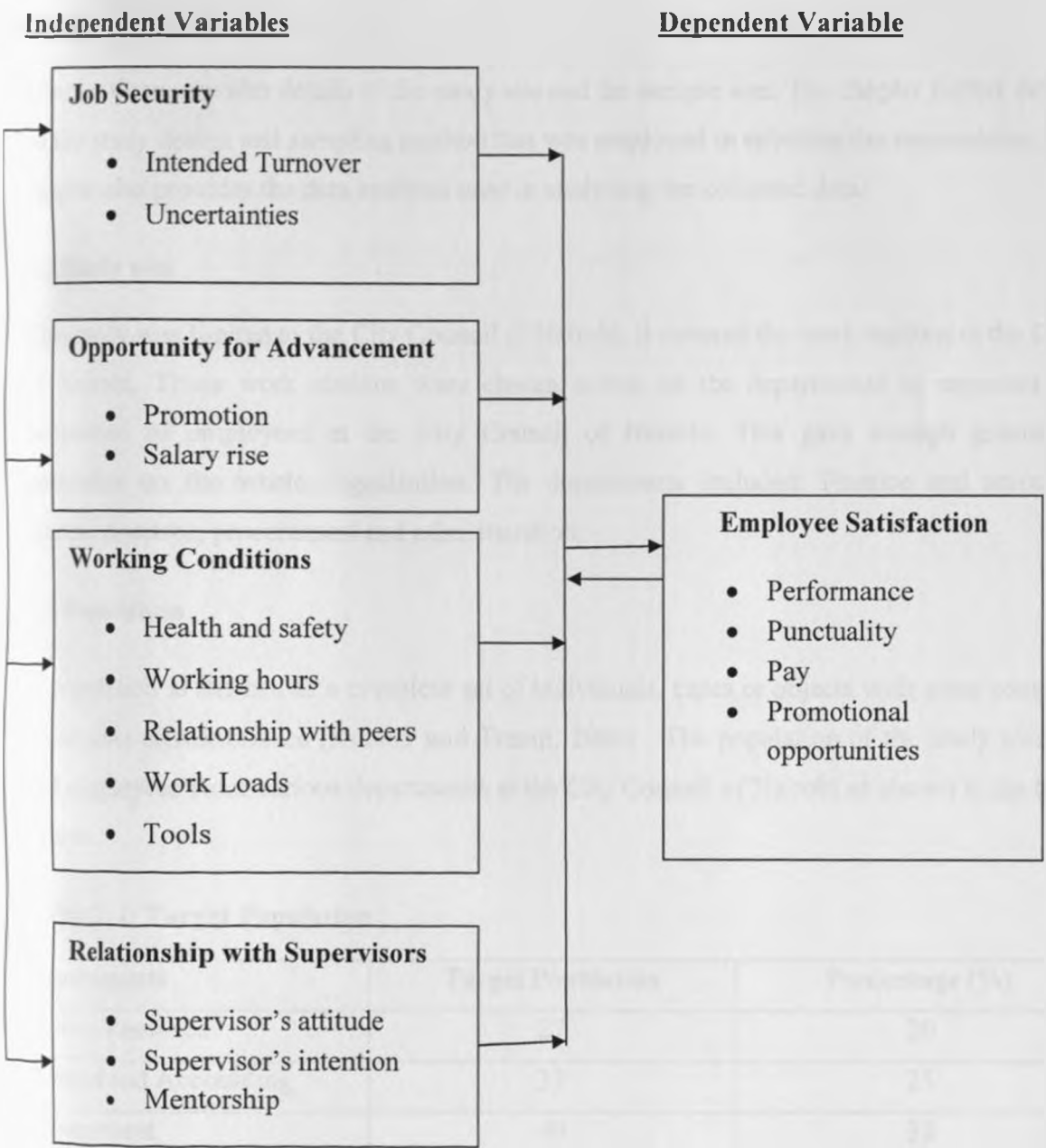
- The job should have sufficient challenge to utilize the full ability of the employee.
- Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
- If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity.

Herzberg's theory has been broadly read and despite its weaknesses its enduring value is that it recognizes that true motivation comes from within a person and not from KITA factors.

2.5 Conceptual Framework

Figure 2.4.1: Conceptual Framework



The conceptual framework demonstrates complex relationships between factors that are likely to influence employee satisfaction. It is also evident from the theories reviewed, that there exists symbiotic relationship between employee satisfaction (dependent variable) and the listed independent variables.

CHAPTER THREE: RESEARCH DESIGN

3.1 Introduction

Chapter three provides details of the study site and the sample size. The chapter further details on the study design and sampling method that was employed in selecting the respondents. The chapter also provides the data analysis used in analyzing the collected data.

3.2 Study site

This study was limited to the City Council of Nairobi. It covered the work stations in the CBD of Nairobi. These work stations were chosen across all the departments to represent the population of employees at the City Council of Nairobi. This gave enough ground to generalize on the whole organization. The departments included: Finance and accounts, Human resource, procurement and administration.

3.3 Population

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics (Kombo and Tromp, 2006). The population of the study was the 214 employees from various departments at the City Council of Nairobi as shown in the table below.

Table 3. 1: Target Population

Departments	Target Population	Percentage (%)
Human Resource	27	20
Finance and Accounting	33	25
Procurement	40	30
Administration	34	25
Total	134	100

Source: CCN Human Resource Report (2011)

3.4 Study Design

This was a case study since the unit of analysis was one organization. The aim of the study was to get detailed information regarding the factors affecting employee satisfaction at the city council of Nairobi. The study involved the use of a questionnaire that was administered to various employees from the different departments.

3.5 Sampling Design and Size

The study used stratified sampling using the proportionate allocation method since it assured that the study was be able to represent not only the overall population, but also key sub-groups of the population. A 60 percent sample of the population was chosen for the study bringing a total sample of 80 respondents.

Table 3. 2: Stratified Sampling

Strata	Population (N)	Sampling Fraction (f)	Sample (N×f)
Human Resource	27	0.6	16
Finance and Accounting	33	0.6	20
Procurement	40	0.6	24
Administration	34	0.6	20
Total	134	0.6	80

3.6 Data Collection Methods

Primary data was utilized for this study. A questionnaire was used to collect data from the respondents. The questionnaire was divided into four parts in line with the specific objectives and the purpose of the study was clearly explained to the respondents. According to Sproul (1998), a self administered questionnaire is the only way to elicit self report on people’s opinion, attitudes, beliefs and values. The questionnaire consisted primarily of close-ended questions presented on a five-point Likert type measurement scale.

3.7 Unit for Analysis

The unit for analysis was the level of job satisfaction among employees at the City Council of Nairobi.

3.8 Unit of Observation

The data was collected from various staffs from various departments at the City Council of Nairobi. The departments included: Finance and accounts, Human resource, procurement and administration.

3.9 Data Analysis

Data was analysed through a computer assisted package (SPSS). The analysis was guided by pre identified variables as contained in the conceptual framework. Simple statistics including frequencies and percentages were derived from the analysis.

CHAPTER FOUR: PRESENTATION OF FINDINGS

4.1 Demographic Information

The section below contains the social and demographic data of respondents. These are presented in the form of simple statistics (frequencies and percentages).

4.1.1 Sex of the Respondents

The study respondents consisted of 60 (78 percent) males and 17 (22 percent) females. From the findings, it can be deduced that majority of the employees at Nairobi City Council are males.

Munene (2011) observed that in developing nations, majority of employees working in the public sector organizations were males. The study suggests that at Nairobi city council, recruitment of female employees should be encouraged to ensure gender equality.

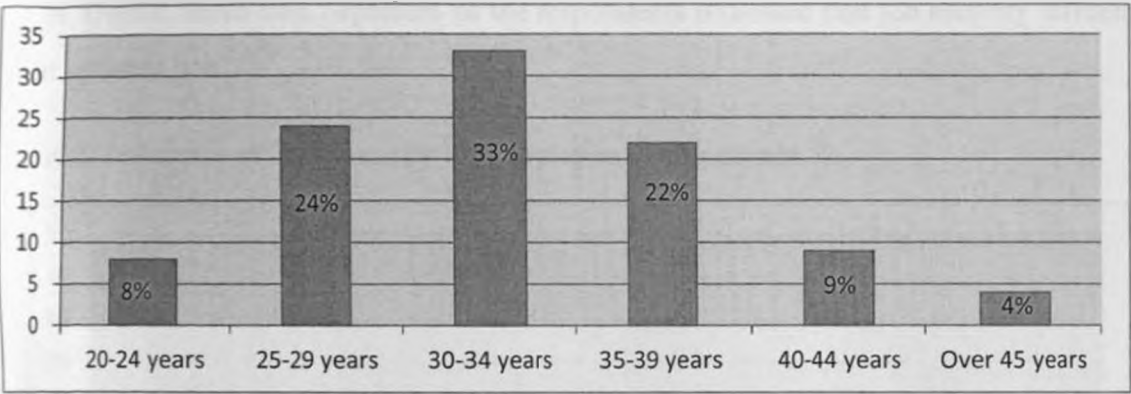
Table 4. 1: Number of Respondents by Sex

Sex	Respondents	Percent
Male	60	78
Female	17	22
Total	77	100

4.1.2 Age Distribution of Respondents

As shown on chart 4.1, majority of the respondents (33 percent) were aged between 30-34 years, 24 percent between 25-29 years, 22 percent between 35-39 years, 9 percent between 40-44 years, 8 percent were aged between 20-24 years while (4 percent) were aged over 45 years. This information shows that the majority of the respondents at the City Council of Nairobi were aged between 30-34 years old.

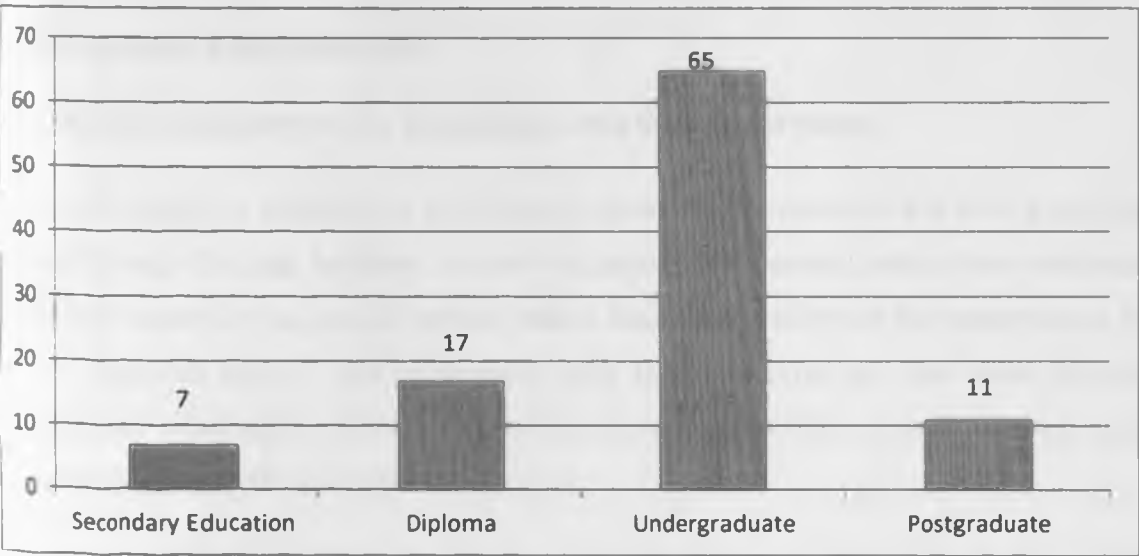
Chart 1: Age of the respondents



4.1.3 Respondents’ Level of Education

As shown in chart 4.2 below, majority (65 percent) of the respondents had undergraduate level education, 17 percent had diploma, and 11 percent had postgraduate education, while a few (7percent) had secondary education.

Chart 2: Highest Level of Education

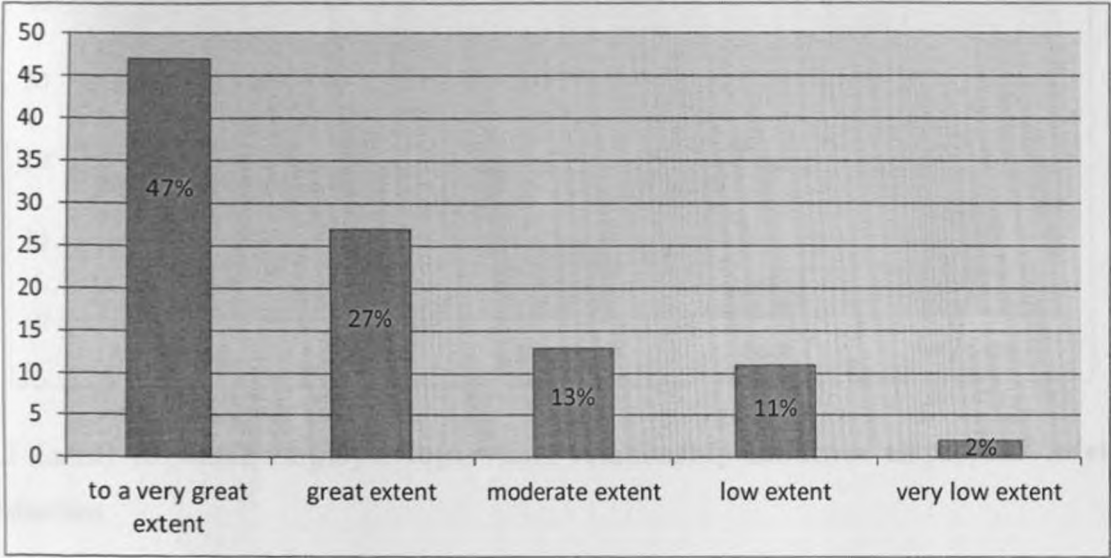


4.2 Influence of Job Security on Employee Performance

The study sought to find out the extent to which job security influenced the performance of the respondents. The findings show that majority, 47percent indicated that job security influenced their work performance to a very great extent, 27 percent great extent, 13percent to a moderate extent, 11percent to a low extent and 2percent indicated that job security influenced performance to a very low extent.

These findings imply that job security influences the work performance of employees at CCN. Overall, more than 74percent of the respondents indicated that job security influenced their performance.

Chart 3: Influence of Job Security on Employee Performance



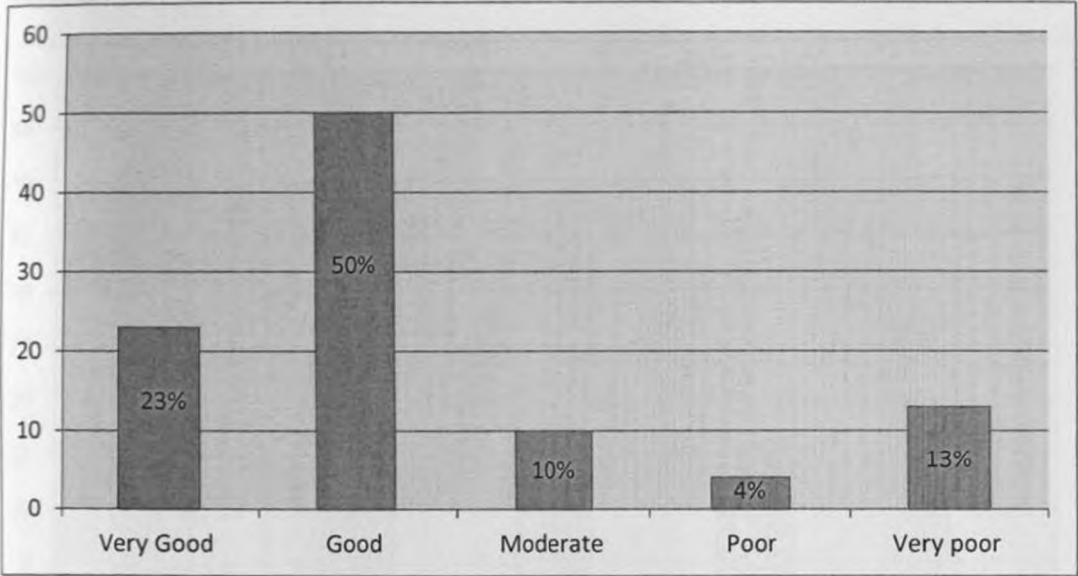
4.3 Relationship with Supervisor

4.3.1 Relationship between the Respondents and their Supervisors

The study sought to establish the relationship between the respondents and their supervisors. From the study findings as shown in chart 4.4, majority (50percent) ranked their relationship with their supervisor as good, 23percent ranked their relationship with the supervisor as very good, 13percent ranked their relationship with their supervisor as very poor, 10percent ranked their relationship with their supervisor as moderate, while a few (4percent) ranked their relationship with their supervisor as poor.

According to Clocke (1996), there are many factors that come into play in how well an employee performs on the job. However, he further asserts that many supervisors believe that the most important factor is the relationship between employee and supervisor. Yet, supervisors unconsciously and unintentionally contribute to the failure of some employees by categorizing an employee as either strong or weak in the first three weeks of employment.

Chart 4: Relationship with Supervisor

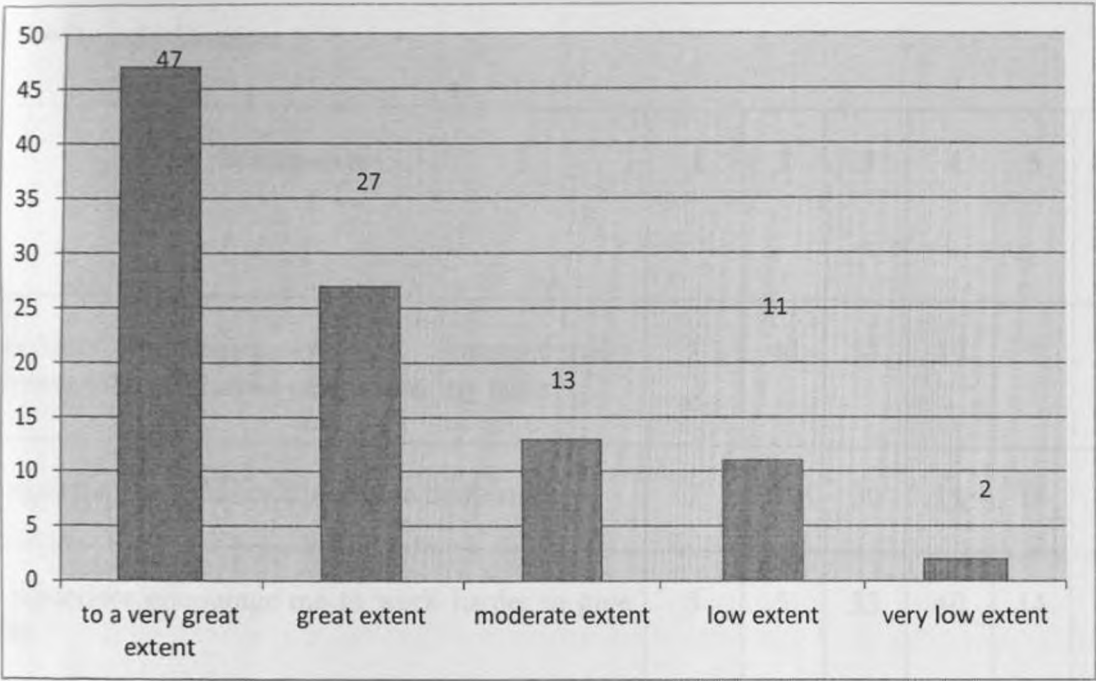


4.3.2 Extent to which employee-supervisors relationship influence employees’ level of satisfaction

The study sought to find out the extent to which employee-supervisor relationship influenced the respondents’ level of job satisfaction. According to the findings, majority (47percent) indicated that their relationship with their supervisors influenced their level of satisfaction to a very great extent, 27percent indicated to a great extent, 13percent indicated that their relationship with their supervisors influenced their level of satisfaction to a moderate extent, 11percent indicated that their relationship with their supervisors influenced their level of satisfaction to a low extent while 2percent indicated that their relationship with their supervisors influenced their level of satisfaction to a very low extent.

Clocke (1996) ranked good managerial relations second among variables affecting employee satisfaction. They asserted that both job satisfaction and job performance are dependent on supervisors in the organization. Herzberg (1959) stated that the relationship between workers and supervisors is overrated as a variable affecting job satisfaction.

Chart 5: Extent to which employee-supervisors relationship influence employees' level of satisfaction



4.3.3 The respondents' level of satisfaction with employee-supervisors relationship

The study sought to establish the respondents' level of satisfaction with the employee-supervisors relationship.

From the findings as shown in Table 4.2, majority (40 percent) disagreed that their supervisors unconsciously and unintentionally contributed to their failure in performing their tasks, 37percent disagreed that their supervisors were difficult persons to deal with. Further, majority 50percent agreed that their supervisors encouraged them to work harder to give results, 40percent disagreed that they would want to have their supervisors replaced, and lastly, 43percent strongly agreed that it gave them satisfaction when their supervisors were happy with their work.

Table 4. 2: Level of satisfaction with employee-supervisors relationship

The study used a scale of 1 to 5 where 5=strongly agree; 4= Agree; 3 = Neutral; 2 = Disagree; and 1 = Strongly Disagree

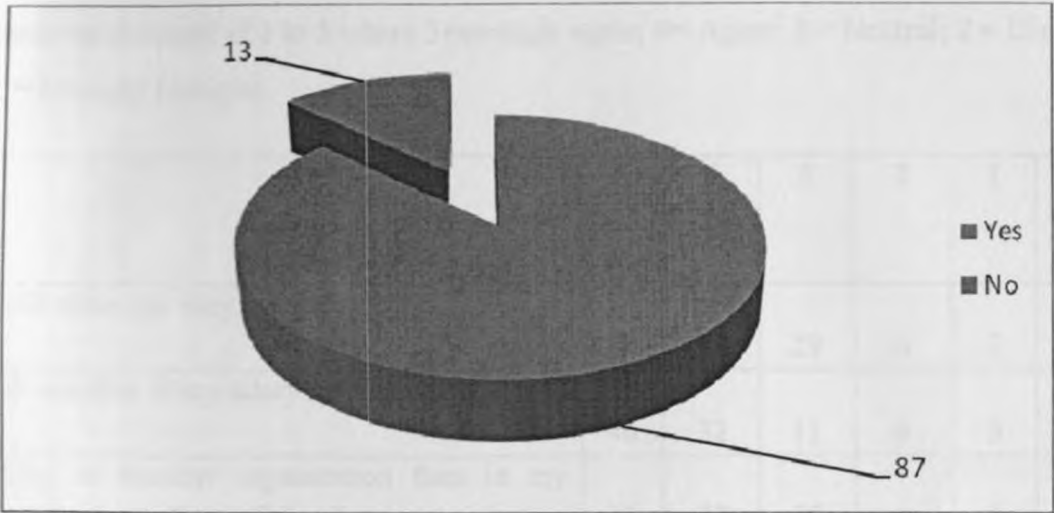
Statements	1	2	3	4	5	Cumulative Percentage
Supervisors unconsciously and unintentionally contribute to my failure in performing my tasks	3	40	33	17	7	100
My supervisor is a difficult person to deal with	7	37	30	13	13	100
My supervisor encourage me to work harder to give results	8	5	33	40	14	100
I would want to have my supervisor replaced	0	40	33	14	13	100
It gives me satisfaction when my supervisors are happy with my work	0	7	17	33	43	100

4.4 Opportunity for Advancement

The study sought to establish whether opportunity for advancement filled the respondents with satisfaction and made them want to work harder. From the study findings, majority (87percent) indicated yes while 23percent indicated no.

Vroom (1982) found considerable evidence in related literature to suggest that promotional opportunities are important to a worker's satisfaction with the job. Vroom explained that job satisfaction is directly related to the extent that jobs provide individuals with rewarding outcomes. The study found that opportunity for advancement filled employees with satisfaction and made them work harder.

Chart 6: Opportunity for Advancement



4.4.1 Level of Satisfaction with Statements Based on Opportunity for Advancement

The study sought to establish the respondents’ level of satisfaction with statements based on opportunity for advancement.

From the study findings, 48percent agreed that a promotion would make them very satisfied; majority (46percent) strongly agreed that they would feel much satisfied if their salary was increased. Further, majority (55percent) were neutral over the statement that they preferred working in another organization to their current organization regardless of the chances to advance career wise and lastly, 45percent were neutral that they were happy and satisfied with the position they were holding. Majority 65 percent felt that that promotion was not done on merit/ promotions were unfair and equitable. Majority 80 percent agreed that they were satisfied with their understanding of how targets were linked to Council's goals, 67 percent of the respondents strongly agreed that the supervisors encouraged high achievement by reducing the fear of failure and lastly 40 percent agreed that supervisors provided continuous feedback to help employees achieve goals.

Table 4. 3: Level of satisfaction with statements based on opportunity for advancement

The study used a scale of 1 to 5 where 5=strongly agree; 4= Agree; 3 = Neutral; 2 = Disagree; and 1 = Strongly Disagree

Statements	5	4	3	2	1	Cumulative Percentage
Promotion will make me very satisfied	15	48	29	6	2	100
Will feel much satisfied if my salary is increased	46	32	11	6	5	100
Prefer working in another organization than in my current organization regardless of the chances to advance career wise.	11	27	55	4	3	100
Am happy and satisfied with the position am holding currently	3	11	45	35	6	100
Do not feel that promotion is done on merit/ promotions fair and equitable.	65	15	15	0	5	100
Supervisors clearly communicate what is expected	3	40	33	17	7	100
Employees are satisfied with their understanding of how goals are linked to Council's goals	7	80	12	1	0	100
Supervisors encourage high achievement by reducing fear of failure	67	23	10	0	0	100
Supervisors provide continuous feedback to help employees achieve	3	40	33	17	7	100

4.4.3 Likelihood that things will change for the Better in Two Years Time

The findings show that majority of the respondents (52 percent) were very confident that support by immediate supervisor was likely to change for the better in two years time, 48percent were confident that provision of resources, health insurance, comfortable furniture and the work surroundings were likely to change for the better in two years time. Majority (67percent) were confident that current salary scale was likely to change for the better in two years time. Further, 57percent were very confident that health insurance was likely to change for the better in two years time.

Table 4. 4: Likelihood that things will change for the Better in Two Years Time

The study used a scale of 1 to 5 where 5 = Not at all Confident; 4= Not Confident; 3 = Indifferent; 2 = Confident; and 1 = Very Confident

Statements	1	2	3	4	5	Cumulative Percentage
Support by your immediate supervisor	52	29	10	10	1	100
Allocation of resources	38	48	10	4	0	100
Work surroundings	19	47	24	10	0	100
Security of your profession	10	37	29	19	5	100
Current salary scale	3	67	30	0	0	100
Equity	43	48	0	0	9	100
Health insurance	57	43	0	0	0	100
Promotion by merit	10	38	42	5	5	100
Transparency in new recruitments	14	43	29	14	0	100
Proper utilization of council revenue	24	28	24	10	14	100

4.5 State of Employee Environment

4.5.1 The respondents' level of satisfaction with the current state of employee environment

The study sought to establish the respondents' level of satisfaction with the then current state of employee environment.

From the findings as shown in Table 4.5, majority (52percent) indicated they were satisfied with support by their immediate supervisor, 48percent indicated they were satisfied with support by colleague and comfortable furniture respectively. Further, 38percent indicated they were satisfied with clean offices, Majority (67percent) indicated they were satisfied with the provision of resources, majority (62percent) were indicated satisfaction with Facilities for example, lifts and toilets, 33 percent indicated they were satisfied with Health insurance, further majority (57percent) indicated they were happy with the respect from each other, 38percent, and 48percent indicated satisfaction with promotion by merit policy and transparency in new recruitments respectively. This is further supported by a high number 45.2 percent agreeing.

Table 4. 5: The Respondents' Level of Satisfaction with the Current State of Employee Environment

The study used a scale of 1 to 5 where 1 = Very Satisfied; 2 = Satisfied; 3 = Indifferent; 4 = Dissatisfied and 5 = Totally Dissatisfied

Statements	1	2	3	4	5	Cumulative Percentage
Support by your immediate supervisor	28	52	10	10	0	100
Support by colleague	37	48	10	5	0	100
Comfortable furniture	18	48	24	10	0	100

Clean offices	10	38	29	18	5	100
Provision of resources	10	66	10	9	5	100
Facilities e.g lifts and toilets	18	62	10	5	5	100
Health insurance	15	33	33	14	5	100
No sexual harassment	43	48	0	0	9	100
Respect among employees	57	43	0	0	0	100
Health insurance	28	48	5	5	14	100
Promotion by merit	10	38	43	4	5	100
Transparency in new recruitments	14	43	29	14	0	100
Proper utilization of council revenue	24	28	24	10	14	100

4.5.2 Extent of Agreement on the Influence of Working Conditions on Employee Performance

From the study findings, majority (52 percent) strongly agreed that their physical working environment was good; 48 percent agreed that they had adequate tools to do their jobs and their workload was reasonable, 38percent agreed that they could keep a reasonable balance between work and personal life. Majority (67 percent) agreed that they had official transport when performing official duties, further, 62 percent agreed they were happy with the safety precautions protecting every worker at the organization and that they had access to drinking water in the office. 33 percent agreed they were happy with the working hours at the organization and lastly 34 percent agreed they were happy with the working relationship with their peers, supervisors and managers.

Table 4. 6: Extent of Agreement on the Influence of Working Conditions on Employee Performance

The study used a scale of 1 to 5 where 5=strongly agree; 4= Agree; 3 = Neutral; 2 = Disagree; and 1 = Strongly Disagree

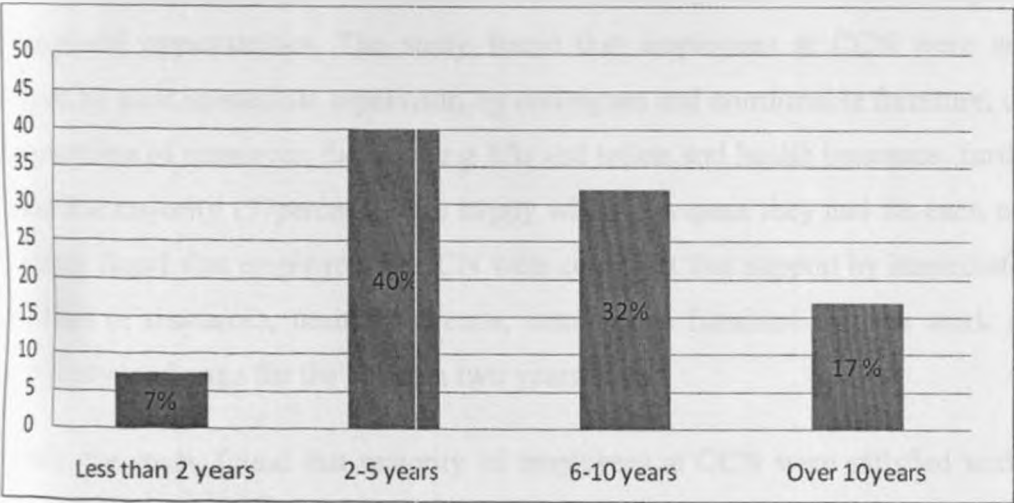
Statements	1	2	3	4	5	Cum %age
My physical working environment is good	28	52	10	10	0	100
I have adequate tools to do my job.	37	48	10	5	0	100
My workload is reasonable.	18	48	24	10	0	100
I can keep a reasonable balance between work and personal life	10	38	29	18	5	100
I have official transport when performing official duties	10	65	10	10	5	100
Am happy with the safety precautions protecting every worker at the organizations	20	62	10	5	5	100
Am happy with the working hours at the organizations	14	33	33	15	5	100
I have access to drinking water in the office	18	62	10	5	5	100
Am happy with the working relationship with my peers, supervisors and managers	15	34	32	14	5	100

4.5.3 Length of Continuous Service at the City Council of Nairobi

The study sought to establish how long the respondents had been at the City Council of Nairobi to ascertain to what extent their responses could be relied upon to make conclusions for the study based on experience. From the study findings as indicated in chart 4.7, majority (40percent) indicated that they had been working at the City Council of Nairobi for a period between 2-5 years, 32percent indicated they had been working at the City Council of Nairobi for 6-10 years, 17percent for over 10 years a few (7percent) indicated they had been working at the City Council of Nairobi for a period less than 2 years.

The researcher was also able to have confidence in the data collected since most of the respondents (40percent and 32percent) had been working at the City Council of Nairobi for a period between 2-5 years and 6-10 years respectively, and this shows that they were well versed with the factors influencing employee performance at the City Council of Nairobi.

Chart 7: Length of Continuous Service at the City Council of Nairobi



CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMENDATIONS

5.1 Introduction

The chapter provides the summary, conclusions and recommendations of the study based on the objectives of the study. The general objective of this study was to determine the factors affecting employees' satisfaction in City council of Nairobi.

5.1.1 Discussion of Findings

This study aimed at gathering descriptive data through exploratory research because it enables the researcher to generalise the findings to a larger population. The study targeted employees who have worked at the council for more than three years. The study involved the collection of primary data using a questionnaire that was then analyzed using both quantitative and qualitative analysis.

The study revealed that staffs at Nairobi City Council felt secure about employment and were had certain regarding job and career issues including one's level of responsibility and promotional opportunities. The study found that employees at CCN were satisfied with support by their immediate supervisor, by colleagues and comfortable furniture, clean offices, the provision of resources, facilities e.g lifts and toilets and health insurance, further the study found that majority (57percent) were happy with the respect they had for each other. Further the study found that employees at CCN were confident that support by immediate supervisor, provision of resources, health insurance, comfortable furniture and the work surroundings were likely to change for the better in two years time.

Finally, the study found that majority of employees at CCN were satisfied with support by their immediate supervisor, support by colleague and comfortable furniture, clean offices, the provision of resources, facilities e.g lifts and toilets, health insurance.

The study found that supervisors encouraged employees at CCN to work harder to give results and employees did not want to have their supervisors replaced, also the study found that employees felt satisfied when their supervisors were happy with their work.

The study found that majority of employees at CCN agreed that a promotion would make them very satisfied and if their salary was increased. However, majority 65 percent felt that

that promotion was not done on merit/ promotions were unfair and equitable. Further, majority (55percent) were neutral over the statement that they preferred working in another organization to their current organization regardless of the chances to advance career wise and lastly, the study found that employees at CCN were neutral about being happy and satisfied with the position they were holding.

5.1.2 Summary and Conclusion

The study concludes that employees at CCN felt insecure and that job security influenced employees' level of satisfaction to a great extent. Employees at CCN were satisfied with support by their immediate supervisor, by colleagues and comfortable furniture, clean offices, the provision of resources, facilities e.g. lifts and toilets and health insurance. Further, the study found that majority (57percent) were happy with the respect they had for each other. Employees at CCN were confident that support by immediate supervisors, provision of resources, health insurance, comfortable furniture and the work surroundings were likely to change for the better in two years time.

The study concludes that majority of the employees at CCN had a good relationship with their supervisor and the relationship influenced their level of satisfaction to a very great extent. Supervisors encouraged hard work to give results.

Opportunity for advancement filled the staffs with satisfaction and made them want to work harder. Opportunity for advancement influenced the level of satisfaction to a great extent. Further, the study concludes that promotion would make employees at CCN very satisfied. Though promotion was not done in a fair and equitable manner.

5.2 Recommendations

From the study findings, the study recommends that the scheme of service should give the employees the kind of future they want as well as care for its staff welfare by ensuring that they have adequate tools to handle their work efficiently as this would enhance their feeling that their job is secure.

Other factors towards improving employee satisfaction is through establishing the specific duties performed by the staff and how they relate to their job description to fulfil the

objectives set out by the Council, facilitate the flow of work, coordinating the objectives, linking individuals (on how staff relate to one another) and giving individual authority to perform tasks freely without supervision.

The study also recommends that Head of departments should set time to listen to the juniors' grievances and give time to show how they can perform even when not supervised. The employees in the City Council of Nairobi put their best foot forward to ensure that their customers are well served and also satisfied with their work.

The study also recommends that clearly communication of what is expected, provision of continuous feedback to help employees achieve as well as fair and equitable promotions would enhance morale in the City Council of Nairobi. Other approaches to solve the problem of employee satisfaction would involve employee remunerations like special duty allowances concerned with the job done, better pay and motivation.

The Council should implement career progression programs, proper succession management, professionalism of the management and proper recognition for contribution and performances, proper communication skills from the management as compared to threatening employees to form a good bases for service delivery as well as introduction of the City Council Medical Scheme alongside other employee welfare programs to ensure their satisfaction.

The study further recommends that in order to help in improving employee satisfaction, employees should be treated equally and no tribalism should be practiced whatsoever and that favouritism should not be used as a basis for promotion.

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ANNEXTURE I: QUESTIONNAIRE

This questionnaire is to collect data for purely academic purposes. The study seeks to investigate into the factors influencing employee satisfaction in the City Council of Nairobi. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

Please put a tick (✓) against the appropriate response that applies to you or fill in information as required

1. 1) Gender

Male [1]

Female [2]

2. Age

20-24 years [1]

25-29 years [2]

30-34 years [3]

35-39 years [4]

40-44 years [5]

Over 45 years [6]

3. Length of continuous service in your organization

Less than 2 years [1]

2-5 years [2]6-10 years [3]Over 10years [4]

4. Level of education

Primary Education [1]Secondary Education [2]Certificate [3]Diploma [4]Undergraduate degree [5]

Postgraduate degree	[6]
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Others (specify) [.....]

SECTION B: FACTORS AFFECTING EMPLOYEE SATISFACTION

PART A: CURRENT STATE OF EMPLOYEE ENVIRONMENT

4) How satisfied are you with? Use a scale of 1-5 where 5 is very satisfied 4=satisfied 3=moderately satisfied 2=not satisfied 1=strongly dissatisfied

	5	4	3	2	1
Support by your immediate supervisor					
Support by colleague					
Comfortable furniture					
Clean offices					
Provided with computers					
Facilities e.g lifts and toilets					
Health insurance					
No sexual harassment					
Promotion by merit					
Transparency in new recruitments					
Cooperation from customers					
Respect among employees					

6 State the extent to which job security affects your level of satisfaction

- Very great extent (1)
- Great extent (2)
- Moderate extent (3)
- Little extent (4)
- No extent (5)

PART B: LIKELIHOOD THAT THINGS WILL CHANGE FOR THE BETTER IN TWO YEARS TIME

6) How confident are you with? Use a scale of 1-5 where 1= not satisfied while 5 is very satisfied

	5	4	3	2	1
Your office facilities-Stationery, furniture etc					
Provision of resources					
The work surroundings					
Security of your profession					
Support by your immediate supervisor					
Support by colleague					
Current salary scale					
Comfortable furniture					
Clean offices					
Water, tea					
Facilities e.g lifts and toilets					
Paternity leave					
Health insurance					
Promotion by merit					

Transparency in new recruitments					
Proper utilization of council revenue					

1) To what extent do you agree with the following statements about working conditions as a factor that affect your level of satisfaction with your job? Use a scale of 1-5 where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5=strongly agree.

Working conditions	1	2	3	4	5
My physical working environment is good					
I have adequate tools to do my job.					
My workload is reasonable.					
I can keep a reasonable balance between work and personal life					
I have official transport when performing official duties					
Am happy with the safety precautions protecting every worker at the organizations					
Am happy with the working hours at the organizations					
I have access to drinking water in the office					
Am happy with the working relationship with my peers, supervisors and managers					

PART C: RELATIONSHIP WITH SUPERVISOR

1. How would you rank your relationship with your immediate supervisor?

- Very Good [1]
- Good [2]
- Moderate [3]
- Poor [4]
- Very poor [5]

2. Does your relationship with your supervisor affect your level of job satisfaction?

- Yes [1]
- No [2]

If yes, how?

3. To what extent does your relationship with supervisors influence your level of satisfaction?

- To a very great extent [1]
- To a great extent [2]
- To a moderate extent [3]
- To low extent [4]
- To a very low extent [5]

4. To what extent do you agree with the following statements? Use a scale of 1-5 where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5=strongly agree.

	1	2	3	4	5
Supervisors unconsciously and unintentionally contribute to my failure in performing my tasks					
My supervisor is a difficult person to deal with					
My supervisor encourage me to work harder to give results					

I would want to have my supervisor replaced					
It gives me satisfaction when my supervisors are happy with my work					

5. Suggest what should be done to enhance the relationship between employees and their supervisors?

.....

.....

.....

PART C: Opportunity for Advancement

1. Does opportunity for advancement fill you with satisfaction and make you want to work harder?

Yes [1] No [2]

If No, why?

.....

.....

2. To what extent does the opportunity for advancement influence your level of satisfaction?

To a very great extent [1] To a great extent [2] To a moderate extent [3]

To low extent [4] To a very low extent [5]

3. To what extent do you agree with the following statements? Use a scale of 1-5 where 1=

strongly disagree; 2= disagree; 3= neutral; 4= agree; 5=strongly agree.

	1	2	3	4	5
A promotion will make me very satisfied					
I will feel much satisfied if my salary is increased					
I prefer working in another organization to my current organization regardless of the chances to advance career wise.					
I am happy and satisfied with the position am holding currently					

1. What do you think should be done to increase employee satisfaction in your organization?

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Thank you for your assistance