

**EMPLOYEE PERCEPTION OF THE INFLUENCE OF HUMAN
RELATIONS ON JOB SATISFACTION AT THE MINISTRY
OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE**

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DECLARATION

This research proposal is my original work and has been presented for a degree in this or any other university

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

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ABSTRACT

The objective of the study was to determine the importance of Human Relations and job satisfaction at the Ministry of Foreign Affairs and Internal Trade. The research was conducted through a descriptive survey design. The population of the study consisted of 520 employees who are locally based at the Ministry. Random sampling design was used on 104 respondents. The study used primary data. The data was collected using a semi-structured questionnaire. The data was analyzed using descriptive statistics and the findings presented using Central Tendency (mean, median and mode), Chi-square test and dispersion (variance and standard deviation). The Pearson negative moment of correlation shows negative correlation. From the study findings, it was observed that the employees were satisfied with their relationship with the supervisors but said a lot more could be done to improve the situation. The employees had no problem with the remuneration package, however the employees suggested that there was need for better mechanisms to be put in place as to when remuneration should be considered. On Career growth, more of the employees felt that there was room for improvement. The study finding also shows that the employees are neutral about satisfaction with the level of Human Relations policies. This means they are neither satisfied nor dissatisfied with their work and with their supervisors. The study shows that employees are dissatisfied with advancement and prompt feedback from management in the Ministry. Although there is communication, it is not always and when it is done, the method used is verbal and this is not as effective as it is meant to be. Employees do not get the right message in time and this affects their response to whatever feedback is required. The employees suggested that participatory Human relations leadership style should be embraced and mainstreamed in the system. The study also shows that employees have a positive perception of the level of satisfaction occasioned by Human relations policies. Employees said that there was trust amongst themselves and had promoted the issue of spirit of teamwork. Trust amongst the employees and the employers had led to many interventions like the door of the manager always being open for the employees. On the side of self awareness, the employees were satisfied with their personality assessment which was rated highly and were concerned about the removal of all the distractions at the work place surroundings. From the study findings, it was found out that there was a relationship between human relations and level of job satisfaction in the Ministry of Foreign Affairs. It was also evident in the study that pay and promotion opportunities are major dissatisfaction factors among the employees which in turn influences their perception of the Human Relations policies. This implies that if employees are paid well for their services and are given opportunities for career development, then their level of job satisfaction was likely to improve and their perception of the influence of Human Relations on job satisfaction at the Ministry of foreign affairs and international trade will definitely improve for the betterment of the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Since the 1960s, organizations have formulated human resource strategies based on how interpersonal and intergroup relationships in a professional context within them can best be fostered, addressed and adapted to improve overall performance. However, it is only in the last 15–20 years or so that a distinct field called “human relations management” emerged. King (2011) observes that the human relations aspect of HR is based on the premise that, just as human beings are hard to relate to each other communally regardless of the setting, they can easily be unable to utilize their full potential without proper training, addressing of needs, cultivation of a workplace culture and conflict resolution between different individual employees or between employees and management. Through the human relations discipline, organizations seek to acquire or create potentially useful knowledge using their resource management capabilities to create a conducive working environment. It is appropriate for employees to grow professional relationships that positively influence organizational performance. It is generally believed that if an organization can effectively manage its interpersonal and intergroup relations by only a small percentage, great benefits will result.

Despite the significant strides made to close the inefficiencies within the field, there exists a need to understand the impact of human relations on job satisfaction in the 21st Century organization. Highly knowledgeable employees have become in disposable assets to organizations, which is in line with how the firms have evolved over the years. The challenge to organizations today, and in the foreseeable future, is how to recruit and keep skilled workers who contribute so much to the firm’s bottom line satisfied with their jobs. Further, organizations will need to better understand how their employees perceive the intertwining of human relations and job satisfaction within the firms with as it represents such significant value for the organization and its stakeholders. This study will delve into the employee perception on the influence of human relations on job satisfaction in one of the Government of Kenya’s key docket, the Ministry of Foreign Affairs and Trade, and shed light on how effective management of employee expectations

through training, needs assessment and conflict resolution requires a high degree of coordination within in the organization and its end result being job satisfaction.

1.1.1 Concept of Employee Perception

Kanuk (2000) defined perception as a process by which an individual selects, organizes and interprets stimuli into a meaningful coherent picture of the world. Perception is a process of receiving and deriving meaning from stimuli present in individual's internal and external environment. He stated that to perceive is to see, hear, touch, taste, smell or sense internally something, event or relation or to organize, interpret and derive meaning from an experience. Armstrong (2006) posited that employee perception is the attitude employees have towards policies concerned with pay, recognition, promotion and quality of work life and the influence of the group with whom they identify. Perception is a process which attributes meaning to incoming stimuli through the human senses and that it constitutes two factors namely stimuli and individual factors thus knowledge of perception process is essential since the manner in which users of a product or service interpret the information and is affected by their cognitive understanding that they have established in their minds.

Petryni (2010) presented four dimensions of employee perception – basics, improving retention, motivation and productivity and lastly, fostering creativity. His critique of formal human resource approaches: the fallacy of talent recognition – future is unknown; the fallacy of management detachment from employees– impossible to separate supervisors from implementers and the fallacy of formalization- inhibits flexibility, spontaneity, intuition and learning. Employee perception as a concept can help in better understanding interpersonal and intergroup relations, but it doesn't guarantee it—certain features of perception directly contribute to success: tasks that are simple, consistent, and long-term, profound understanding of the working environment, objective appraisal of resources and effective implementation.

1.1.2 Human Relations

Human relation is the skill or ability to work effectively through and with other people. In all aspects of life, you will be deal with other people. No matter what you do for a living or how well you do it, your relationship with others is the key to your success or failure Minor (2010). It is the quality of the employees' workplace relationship that's most impacts on the level of motivation and job satisfaction. How well they engage with the organization, especially with their immediate environment that is in most case their colleagues, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job.

Human relations pertains to motivating people in organizations in order to develop teamwork which effectively fulfills their needs and leads to achieving organizational goals (Lumberton & Minor, 2010) Elton Mayo's work has been widely attributed to the discovery of the social person, allowing workers to be seen as individuals rather than mere robots designed to work for unethical and unrealistic productivity expectations. However, this theory has been contested as Mao's purported role in the human relations movement has been questioned. Nonetheless, although Taylor attempted to justify scientific management as a holistic philosophy rather than a set of principles, the human relations movement worked parallel to the notion of scientific management aiming to address the social welfare needs of workers and therefore elicit their co-operation as a workforce (Bruce, 2006).

Whilst scientific management tries to apply science to the workforce, the accepted definition of human relations suggests that management should treat workers as individuals, with individual needs (Lumberton & Minor, 2010). In doing so, employees are supposed to gain an identity, stability within their job and satisfaction, which in turn make them more willing to co-operate and contribute their efforts towards accomplishing organizational goals. Thus, the human relations movement supported the primacy of the organization to be attributed to natural human groupings, communication and leadership. However, the conventional depiction of the Human Relations 'school' of management rising out of the ashes of Scientific Management is argued to be a rhetorical distortion of events. Nyland (2010) posited that Elton Mayo's actual role in the human relations movement is controversial although he is attributed to be the founder of this movement; some academics believe that

the concept of human relations will be used well before the Hawthorne investigations, which sparked the human relations movement. Nyland (2011) suggested that many academics preceded Mayo in identifying a concept similar to that of the human relations movement even going as far to suggest that the output and information collected by the Hawthorne investigations will be identified well before Mayo by Taylor. In addition, Greenwood (1998) argue that Taylor made important contributions to what inspires human motivation even to ultimate findings were somewhat different to the human relations ideas. The one time president of Taylor Society has been linked to both Taylor's principles as well as human relations ideals thus creating a nexus between Taylor and human relations thought. Dennison demonstrated an activist concern both with the rationale and character of workers and with the control and management undertaken by managers of the business enterprise.

1.1.3. Job Satisfaction

The most used research definition of job satisfaction is by Locke (1976) who defined it as "pleasurable or positive emotional state resulting from the appraisal of one's job or experiences" (p. 1304). Job satisfaction is a measure of the degree to which employees express satisfaction with their jobs. It is the favorability or unfavorability with which employees view their work and looks at the extent to which employees have positive or negative attitude towards their work. Locke (1969) described job satisfaction as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. That is, it is the discrepancy between what an employee values and what the situation provides.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work and represents the extent to which expectations are and match the real awards. It is closely linked to an individual's behavior in the workplace (Davis et al, 1985). It is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being and implies doing a job one enjoys doing it well and being rewarded for one's efforts. It further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that lea

ds to recognition, income promotion and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007)

According to Boudreau (1988), job satisfaction is a pleasurable or positive emotional reaction to a person's job experiences. Spector (1997) described job satisfaction as a cluster of evaluative feelings about a job while Lussier (1976) described it as a person's emotional response to either aspects of work such as pay, supervision and benefits or to the work itself. Davis (1984) defined job satisfaction as the result of the workers' appraisal of the degree to which the work environment fulfills the individual's needs. All these definitions are similar as they view job satisfaction as the degree of an employee's effective orientation toward the work role occupied in the organization.

1.1.4 Ministry of Foreign Affairs and International Trade

The Ministry of Foreign Affairs (currently Ministry of Foreign Affairs and International Trade) was established in 1963 after Kenya's independence and is the ministry which oversees the foreign relations of Kenya. Since independence, Kenyan foreign policy has been designed and guided by the principles of peaceful co-existence, preservation of national security, peaceful settlement of disputes, non-interference in the internal affairs of other states, non-alignment, national interest and adherence to the Charters of the United Nations and Union. The objectives of the Ministry of Foreign Affairs are: To promote regional integration and cooperation; to enhance regional peace and security; to advance economic prosperity of Kenya; to protect Kenya's sovereignty and territorial integrity; to promote international cooperation and multilateralism; to project Kenya's image and prestige; to promote the interests of Kenyans abroad; to promote operational efficiency and capacity.

Strategic Public Relations and Research Limited Consultants (SPRR, August, 2011) carried out a survey on employee satisfaction, work environment and customer satisfaction at the Ministry of Foreign Affairs and the survey revealed an overall employee satisfaction and workplace satisfaction of 72.01%. With an employee index of 73.27% and workplace environment index of 70.76% employee satisfaction is high in all key measures of satisfaction apart from benefits and remuneration. Dissatisfaction will be slightly higher among

ong the political than the support service staff especially in key measures of benefits and remuneration. Institutional reputation, leadership and performance were rated above average. This is an indication of a vote of confidence by the staff in the way the institution is run.

However, responsiveness to internal issues and complaints handling will be not rated well . Opportunities for advancement especially career paths and promotions were rated low and especially with the support service staff. This contributed to low morale. Awareness of the Ministry's mission and goals will be low and largely articulating will be higher with the political staff than the support staff. However, the staff rated the Ministry's performance against set objective highly with over 72%. Employees saw an opportunity to provide better services if the key areas mentioned above were addressed. The Mission's staff abroad in particular, were of the opinion that there were a lot of opportunities to promote Kenya's interest abroad but they were limited by budgetary constraints .Work atmosphere will be rated well except some critical areas such teamwork, sharing of information and resources, open atmosphere, flexibility, open honest communication and the 'my opinion counts' which were rated low.

1.2. Research problem

Human relations can impact positively on costs, competitiveness and long-term economic sustainability of an organization by improving retention, fostering creativity, motivation and productivity (Dalton, 2009). Employees must frequently work together on projects, communicate ideas and provide motivation to get things done. Without a stable and inviting workplace culture, difficult challenges can arise both in the logistics of managing employees and in the bottom line. Human relations are still a relatively new phenomenon. Brandt (2008) observes that a lot of people do not know of Human Relations existence while those that do, don't understand it. As a result a lot of business executives and managers consider it as just another management fad as found out by Thiga, (2010). Sound human relations policy is essential to the success of any organization. A high rate of employee contentment is directly related to a lower rate of turnover. Thus, keeping

employees' satisfied with their careers should be a major priority for every employer (Lamberton, 2010).

The Ministry of Foreign Affairs and International Trade's corporate plan of 2010/2011-2013/2014 outlined the docket's plan for streamlining the relationship between the employees and their superiors. In Human Relations, there are seven major themes which emerge from the core plans which are: communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution. These themes reflect the current concern in human relations with personal growth and satisfaction of the ministry's objectives. However, there exists lack of substantial follow up studies on how these issues were reviewed by the Ministry of Foreign Affairs and Trade's strategic policy makers in its corporate plan of 2013/2014-2017/2018. The alignment of the key elements of the Ministry of Foreign Affairs and International Trade include: Structure, Culture and Core Competencies with the metrics of the human relations framework in undertaking that creates the gap in research into the seven major themes emergent from the core plans in terms of human relations: communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution.

Musyoka (2012) listed poor human relations approach as a key impediment in the implementation of turnaround strategies at the Ministry of Foreign Affairs as staff turnover was high. Saibulu (2008) further described the lack of attention to corroding relations between management and junior employees as an obstacle to the effectiveness of managing human resources by the ministry, resulting in low staff morale, hence unattained targets and poor service delivery. Gondi (2013) highlighted the challenges faced by developing countries' government authorities in implementation of effective human relations efforts as being non-strategic in alignment of the initiative, exacerbated by lack of requisite skills. Wanjau (2012) in his study on factors affecting human resource management in state corporations in the national treasury in Kenya noted that globally government institutions are faced with demands to change and modernize their operations so as to facilitate development in the new talent pool economy.

Managing the effects of human relations on job satisfaction is a hurdle that most human resource managers are confronted with, along with the dilemma of risking to lose key knowledgeable, skilled employees as collateral damage due to failure to conclusively find solutions plaguing their organizations in this discipline. This study is aimed at answering the following research question: What is the influence of human relations on job satisfaction as perceived by employees in the Ministry of Foreign Affairs and Trade?

1.3. Research Objective.

The objective of this study was to determine perceived influence of human relations on job satisfaction among employees of the Ministry of Foreign Affairs and International Trade.

1.4. Value of the Study

This study will assist the management and Staff of the Ministry of Foreign Affairs and International Trade in enhancing human relations which is geared towards influencing job satisfaction among employees so as to achieve improved performance in realization of the organization's goals and objectives. This study will inform the management of various organizations to understand, encourage and maintain good human relations among its workforce in order to achieve higher job satisfaction among employees.

This research will be also useful to the government in terms of policy framework which will help to invest more and prioritize on the need to ensure that an effective and efficient human capital is built through enhancement of human relations thus resulting in higher job satisfaction and reduced rate of turnover. This research will assist future researchers in contributing to their research and to appreciate what has been done here and also in highlighting the other areas where further research in the related field should be carried out.

CHAPTER TWO LITERATURE REVIEW

2.1. Introduction

This chapter covers the literature review on the theoretical foundation of the study, human relations, job satisfaction and the influence of human relations on job satisfaction.

2.2 Theoretical Foundation of the Study

This study will be based on human relations theory and Herzberg's two factor theory. These are discussed in the sub-sections below:

2.2.1 Humans Relations Theory

Human relations theory (HRT) is normally thought of as having its roots in the Hawthorne Studies conducted in the 1920s and 1930s at the Hawthorne works of the Western Electric Company, near Chicago in the United States. These studies have now taken on an almost mythological status within the study of organization, so that the details of what happened there and even when it happened is reported differently in different accounts. For example, different books give 1923, 1924 and 1927 as the date the studies started. Related to this mythology is a disjuncture between these precise details of what was done and what was written and the received version of what human relations theory is as found out by (Grey, 2005).

Miles (1965) discussed human relations as the natural knee-jerk reaction that many management theorists (along with workers and managers as well) had to Frederick Taylor's scientific management. Where Taylor viewed people as parts of a working machine, the human relations approach shifted the viewpoint from the task to the worker. For the first time, workers were viewed as an important part of the organization that should be viewed holistically instead of bundles of skills and aptitudes. As Miles noted, managers "were urged to create a 'sense of satisfaction' among their subordinates by showing interest in the employees' personal success and welfare.

The human relations perspective on organizational management notes that the world would be easier for managers if they could just make decisions and have subordinates follow those decisions. However, because employees are more productive when they are satisfied, it becomes the job of the manager to open engagement with subordinates. According to

his model, the manager might do better to 'waste time' in discussing the problem with subordinates, and perhaps even to accept suggestions that he believes may be less efficient, in order to get the decision carried out.

2.2.2 Herzberg's Two Factor Theory

Job satisfaction at its most general conceptualization is simply how content an individual is with his job. Simply stated as found out by Moorman (1993), job satisfaction refers to the attributes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. This satisfaction may be affective on one-dimension by subjective construct representing an overall emotional feeling individuals have about their job as a whole. It may be cognitive, more objective or logical evaluation of various facets of a job. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. The two constructs are distinct, not directly related, have different antecedents and consequences though cognitive job satisfaction might help to bring about affective job satisfaction in the organization.

Herzberg (2003.91) theory emphasizes the motivator-hygiene factors that explain satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he states that 'the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction'. This theory states that job satisfaction and is a product of different factors –motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working

environment like working conditions, interpersonal matters, organizational policies and so on (Hackman, 1976). Factors that relate to job satisfaction are therefore called satisfiers or motivators.

2.3 Human Relations Management Practices

Human relations as a practice begun to take on a very different aspect in recent times. It plays an influential role in motivating employees to exhibit favorable attitudes and behaviors, which are required to support and implement the competitive strategy of an organization (Reece, 2013). Innovative firms observe human relations as the organization's strategy to encourage team responsibilities, enhances organizational culture, and build up customer relationship through participation and empowerment. The overall purpose of strategic human relations planning is to ensure the relationships between employees are cordial enough to enable the organization to meet the strategic goals and operational plans (Lamberton, 2009).

Human relations philosophy of dependency proposes that in all aspects of life, you will deal with other people. No matter what you do for a living or how well you do it, your relationship with others is the key to your success or failure. Even when someone is otherwise only average at a job, good human relations skills can usually make that person seem better to others. Sadly, the opposite is also true: poor human relations skills can make an otherwise able person seem like a poor performer (Connors, 2011). A doctor who respects patients, a lawyer who listens carefully to clients, a manager who gets along well with others in the workplace: all of these people will most likely be thought of by others as successful. In its wake came a huge array of new technologies – from medicine to energy generation which fundamentally altered the relationship between human beings and nature. Leslie (2013) notes that in one way, it is a response to the failure, or at least limitations, of scientific management as a means of organizational control. But it is a response which in many ways offers not an alternative to, but an extension of, scientific management.

Minbaeva (2005) viewed human relations procedures as a set of practices used by organization to facilitate the development of competencies and relationships within the

entity through need identification and training. Against this backdrop, human relations is seen to relate to specific practices, formal policies, and philosophies that are designed to attract, train, motivate and retain employees who ensure the effective functioning and survival of the organization. According to goal-setting theory, people are motivated by their internal intentions, objectives and goals hence there is a positive correlation between goal involvement in the execution of tasks and job satisfaction (Minor, 2010).

Finney (2003) observes that human relations procedures streamline addressing of issues affecting or likely to affect work activities. Many organizations encourage employees to seek clarification on such issues mainly through general inquiry, informal complaint procedure and formal complaint procedure. Informal complaint procedure deals with problems that cannot be resolved through general inquiry. Formal complaint is a written complaint concerning interpretation or application of a specific term or provision of the organization.

2.4 Factors Influencing Job Satisfaction

Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned. A study by Gardner (2012) found out that employees spend time in work environment each week, it's important for companies to try to optimize working conditions, such thing as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as. Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility along with higher compensation. Bridges (2012) observes that many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example.

Reece (2013) understands that seven human relations themes emerge from the study of the concept's influence on job satisfaction. They are communication, self-awareness, self-acceptance, motivation, trust, self-disclosure and conflict resolution. These themes reflect the current concern in human relations with the goals of personal growth, development and achievement of organizational objectives.

During an employee's annual performance review, a supervisor should map out a path of what is needed to accomplish and what new skills to develop in order to be on a track for advancement within the organization (Dulini, 2009). Dealing with workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Failing short of deadlines results in conflict between employees and supervisor and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning. The office operates in a crisis mode because supervisors don't allow enough time for employees to perform their assigned tasks effectively or because staff levels are inadequate.

Employees seek to be treated with respect by those they work with. A hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction. In August 2011 survey published by foxbusiness.com, 50 percent of those responding said they had personally experienced a great amount of workplace incivility. Fifty percent also believe morale is poor where they work. Leslie, L (2013) adds that managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers. Effective managers know their employees need recognitions and praise for their efforts and accomplishments. Employees also need to know to discuss any concerns they have that are affecting their ability to do their jobs effectively and impending their satisfaction at the office. Kewell (2013) contributes that job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate

employees' performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace.

2.5 Relationship between human relations and job satisfaction

Human relations and job satisfaction are studied widely in different parts of the world as it is assumed that they are closely associated and many scholars and practitioners believe that sound human relations practices result in better level of job satisfaction which ultimately improves organizational performance. Steijn (2004) found that human relations 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. William (2003) showed that use of specific human relations policies 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.

Today, managers and employees have a greater awareness of the rights of employees. This awareness calls for more skillful relations among employees, using tact, trust, and diplomacy with greater skill. The rights of all others involved in the dealings of an organization must be respected and protected as well. In today's workplace, the term internal customer is often used. This identifies a new attitude toward employees as the other customers in a company. Companies must also protect the human rights of traditional customers, managers, and even competitors.

In all aspects of life, you will deal with other people. No matter what you do for a living or how well you do it, your relationship with others is the key to your success or failure. Even when an employee is otherwise of average performance, at a job, good human relations skills can usually make that person seem better than others. Sadly, the opposite is also true: poor human relations skills can make an otherwise able person seem like a poor performer. A doctor who respects patients, a lawyer who listens carefully to clients, a manager who gets along well with others in the workplace, all of these people will most

likely be thought of by others as successful. Therefore, the human relations factor is critical in an organization.

A study by Edgar (2005) examined the impact of human relations on employee attitudes such as job satisfaction and organizational commitment. They identified that human relations had a significant impact on work performance organizational commitment and job satisfaction. Agarwala (2008) observed that one of the major human relations practices was positively correlated with affective commitment. Moreover, job satisfaction influence organizational performance enormously. Human relations practices such as training and development, culture enhancement employee relations and work performance leads to pay raise and promotion as it is assumed that better performance appraisal can have an impact on employee job satisfaction.

In summary, it is quite evident that there are seven major factors of human relation themes which emerged during the study of the employee perception of the influence on job satisfaction. The main themes are communication, self awareness, motivation of personnel self-acceptance, trust, self- actualization and conflict resolution. It is also quite evident that for employees to enjoy a good working environment there must be a good working relationship with the supervisors, proper remuneration package, sustained career growth as well as acceptable management styles. From the study, it is clear that flexibility of rules and regulations, compensation and benefits should also be encouraged. Employee's job security and job diversity are to promote good human relations. Efforts by the employees should be recognized as well as career advancement. Prompt feedback by the employers to the employees and vise-visa should be mainstreamed. Finally, conducive working atmosphere should be created so as to improve the employees job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the methodology that was used to carry out the study. This included the research design, target population, sample size, data collection instruments, processes and techniques that were used for data analysis and presentation.

3.2 Research Design

The research was conducted through a descriptive survey. A descriptive survey by contrast typically seeks to ascertain the respondent's perspectives or experiences on a specified subject in a predetermined structured manner. It addresses the "What" questions (What are the characteristics of the population or situation being studied?, (Jackson, 2009). The researcher used descriptive survey because the aim will be to obtain the employees individual perspectives and experiences on perceived influence of human relations on their job satisfaction,.

3.3 Population of the Study

The general population comprised five hundred and twenty (520) employees of the Ministry of Foreign Affairs who are locally based (KNBS, 2012).

3.4 Sample Design

Random sampling method was used in selecting the respondents from a sample size of 104 employees, which is 20% of the general population, based at the Ministry headquarters. The researcher chose the sample based on who would be appropriate for the study. This primarily was because there were both a limited number of people with expertise in the area being researched and a limited number of people who formed the core (line) mandate of the Ministry hence the justification of random sampling technique.

From a population of 30 from the senior management, a sample of 6 was used, from a population of 100 in the middle management position, a sample of 20 was used and from the rest of the population of 390, a sample of 78 was used as shown in table 1.1.

Table 1.1 Sample population to be used in the study

POSITION	POPULATION	SAMPLE (20% of the population)
Senior Management	30	6
Middle Management	100	20
Others	390	78
Total	520	104

3.5 Data Collection

The study used primary data; the primary data was obtained by use of semi-structured, questionnaire. The questionnaire was divided into three (3) sections. Section A was collection of the respondent's bio data, section B focused on the effects of human relations policies on job satisfaction whereas section C focused on factors affecting job satisfaction. One hundred and four (104) questionnaires were distributed using "drop and pick" later method and where the aim was to have at least 83 respondents fill and return them hence a response rate of 80% was achieved.

3.6 Data Analysis

The data was analyzed using descriptive statistics such as central tendency (mean, median and mode), Chi-Square test and dispersion (variance and standard deviation). The data collected was presented by use of tables and charts. This is because data analysis procedures generally yield their output in numeric or tabular form thus graphical techniques allow such results to be displayed in pictorial form to facilitate the summarization and communication of the meaning of the data.

CHAPTER FOUR DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter highlights the data analysis methodology and outputs or findings thereof using the primary data information collected from the questionnaires administered to the staff at the Ministry of Foreign Affairs.

4.2 Response Rate

The population consisted of senior management, middle level management and their subordinates at the headquarters in Nairobi, Kenya. A total of 104 questionnaires were administered. Of those, 96 were returned and during sorting it was discovered that 85 were fully completed hence the research findings were based on the 85 respondents out of the targeted 104 respondents which makes 81% of the target population, a good percentage for reliable findings and can be appropriately generalized. Hence a response rate of 81% was used for the study and its findings.

4.3 Demographic Statistics of Respondents

This section seeks to find out the demographic statistics of the respondents in terms of gender, age, period of service in their respective positions and academic qualifications.

4.3.1 Gender Profile

This section seeks to find out the gender of the respondents. Out of the respondents, it can be observed that the male population consisted of 54% while the female population was 46% as shown in Figure 4.1 below. This implies that the males are more engaged in the ministerial day to day running as compared to their female counterparts although there is not a major significant difference. This may be caused by men taking advantage of the career developmental opportunities offered by the ministry to advance their qualification credentials hence upward career mobility.

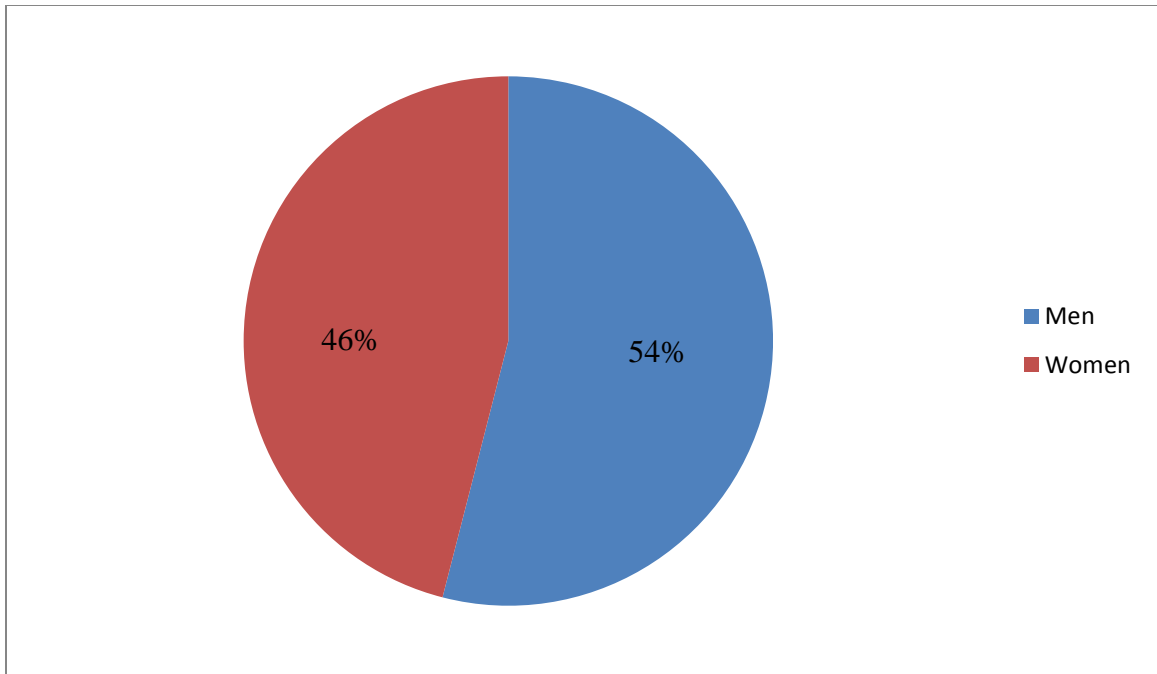


Fig. 4.1: Gender of Respondents

4.3.2 Age of Respondents

This section seeks to find out the different ages of the respondents. This is because age is known to influence job satisfaction as job satisfaction is known to increase with age. (Hertzberg, 1969). Out of the data collected, most of the respondents were found to be between 29 and below years of age as shown in table 4.1 below.

Age	No. of Employees	Percentage of Total
29 years and below	43	56%
30-39 years	24	28%
40-49 years	12	14%
Over 50 years	6	2%

Table 4.1: Age of the Respondents

From table 4.1, it can be observed that 56% of the employees were below 29 years of age, 28% were between 30-39 years of age, 14% were between 40-49 years of age and 2% were over 50 years of age. This shows that majority of the employees are between 29 and below years of age. This implies that most employees are middle age and below.

4.3.3 Period of Service of Respondents

The section seeks to find out the period the employees have worked in the ministry. This is because job satisfaction has been known to influence period of service as a longer period of service is associated with a positive feeling toward the employer, a high degree with employee identification and ownership with the organization (George, 1990). Out of the data collected, most of the respondents were found to have worked in their institutions in the period between 4-5 years as shown in the table 4.2 below.

Period of Service	No. of Employees	Percentage of Total
1-3 years	13	15%
4-5 years	42	49%
6-10 years	18	21%
Over 10 years	12	10%

Table 4.2: Period of Service of the Respondents

From table 4.2, it can be observed that 15% of the employees had worked in their positions for a period between 1-3 years, 49% had worked for a period between 4-5 years, 21% had worked between 6-10 years and 10% had worked for over 10 years. This shows that majority of the employees have served for a period between 4-5 years. This means that the period worked is long enough to understand issues relating to job satisfaction.

4.3.4 Academic Qualifications of Respondents

This section seeks to find out the academic qualifications of the lecturers. Out of the data collected, most of the respondents were found to have a degree as shown in the table 4.3 below.

Academic Qualifications	No. of Employees	Percentage of Total
Certificate	9	11%
Diploma	16	19%
Higher Diploma	21	25%

Degree	32	38%
Masters	4	5%
PHD	2	2%

Table 4.3: Academic Qualifications of the Respondents

From table 4.3, it can be observed that 11% of the employees have only a Certificate, 19% have a Diploma, 25% have a Higher Diploma, 38% have a Degree, 5% have a Master’s degree and 2% have a PHD. This shows that the majority of the employees have a degree as their academic qualification. This is in line with the minimum qualifications needed to work in the ministries.

4.4 Human Relations

This section seeks to find out the effects of human relations policies at the Ministry of Foreign Affairs on job satisfaction. The respondents were asked to state their perception on the influence of the human relations policies on job satisfaction using a Likert scale of 1-5 where 1 represents not at all, 2 represents low extent, 3 represents moderate extent, 4 represents great extent and 5 represents very great extent. A mean score of <1.5 represents a Not at all desire by the lecturers to leave their jobs. A mean score between 1.6 – 2.5 represents a negative perception of the human relations on job satisfaction. A mean score between 2.6 –3.5 represents a moderate perception on the influence of human relations on job satisfaction. A mean score between 3.6 – 4.5 represents a great perception of the influence of human relations on job satisfaction and a mean score of > 4.5 represents a very great positive extent of perception of human relations on job satisfaction.

Human Relations	Mean Score	Standard Deviation
To what extent is your perception on the influence of human relations on job satisfaction at the Ministry of Foreign Affairs?	4.782	0.32

Table 4.4 Human Relations

The above analysis gives a mean score of 4.782. This shows that majority of the employees have a slightly below average perception of the influence of human relations on job satisfaction at the Ministry of Foreign Affairs. This can be attributed to the fact that out of the five satisfaction factors, the employees are only satisfied with one factor.

4.4.1 Extent to which communication between employees and management is improved

This section seeks to find out the extent to which communication between employees and management is improved as shown in table 4.5 below.

Extent to which communication between employees and management is improved	Mean score	Standard Deviation
Regular communication practices in the ministry	3.7	0.5
Soliciting of feedback from employees by the managers	2.3	0.57
Listening skills of the managers in the ministry is satisfactory	3.4	0.36
Managers leading by example in the ministry	3.1	0.35
Establishment of clear expectations from employees	3.2	0.52
Encouragement of employees to share bad news with management	2.3	0.67
Encouragement of informal and spontaneous interaction	3.2	0.62
Employees are kept up to date with key information about the ministry	2.9	0.49
Management are engaged with and are actively supportive of the team and ministry actions	2.3	0.74

Employees fully understand the role they play within the teams and the ministry as a whole	2.2	0.36
Average	3.1	0.514

Table 4.5: Extent to which communication between employees and management is improved

From the above analysis in table 4.5 it shows that the employees are fairly satisfied with regular communication practices within the ministry with a score of 4.1 and soliciting of feedback from employees with a score of 3.7. However, they are neutral on listening skills of the managers with a score of 3.4, managers leading by example in the ministry by 3.2, establishment of clear expectations from employees with a score of 3.2, encouragement of informal and spontaneous interaction with a score of 3.1 and employees being kept up to date with key information about the ministry with a score of 2.9.

The employees generally seem to be dissatisfied with management engaging and actively supporting the teams and ministry actions with a score of 2.3 and employees being made to understand the role they play within the teams and the ministry as a whole with a score of 2.2. On average, the employees are neutral with extent to which communication between employees and management is improved with a mean score of 3.1.

In conclusion, the employees seem to be satisfied with regular communication practices within the ministry, soliciting of feedback from employees within the ministry but neutral on listening skills of the managers, establishment of clear expectations from managers, managers leading by example in the ministry and encouragement of informal and spontaneous interactions. The employees are dissatisfied with management engaging and actively supporting the teams and ministry actions and employees being made to understand the roles they play within the ministry and the teams. Overall, the employees are neutral about their satisfaction with the extent to which communication between employees and management is improved.

4.4.2 Extent to which self-awareness of employees is improved

This section seeks to find out the extent to which self-awareness of employees is increased as shown in Table 4.6.

Extent to which self-awareness of employees is increased	Mean Score	Standard Deviation
Personality assessment of employees within the ministry	4.1	1.56
Encouragement of employees to listen to their inner voice	2.7	0.37
Hiring of professional coaches to work with employees on self-awareness	2.1	0.25
Sharing of information on self-awareness, mindfulness and consciousness	2.5	0.41
Removal of all distractions from the ministry's workplace surroundings	1.7	0.29
Encouragement of employees to imagine the impossible	2.8	1.66
Giving of regular feedback to employees	3.1	0.88
Taking note of employee strong points and building on them	1.9	0.19
Well known structures to move on from failure	2.7	0.27
Average	2.62	0.653

Table 4.6: Extent to which self-awareness of employees is increased

From the above analysis in Table 4.6 it shows that the employees are fairly satisfied with personality assessment of employees with a score of 4.1. However, they are neutral about the encouragement of employees to listen to their inner voice with a score of 3.1, the hiring of professional coaches to work on employee self-awareness with a score of 2.8, sharing of information on self-awareness, mindfulness and consciousness with a score of 2.7 and removal of distractions from the ministry's workplace with a mean score of 2.7.

The employees generally seem to be dissatisfied with the encouragement to think the impossible with a score of 2.5, giving of regular feedback to employees with a score of 2.1, taking note of employees' strong points and building on them with a score of 1.9 and

establishment of well-known structures to move on from failure with a score of 1.7. On average, the employees are neutral with the extent to which self-awareness of employees is increased with a mean score of 2.62.

In conclusion the employees seem to be satisfied with the personality assessment of employees in the ministry but neutral with the level of encouragement of employees to listen to their inner voice, the hiring of professional coaches to work with employees on self-awareness, sharing of information on self-awareness, mindfulness and consciousness and removal of all distractions from the ministry's workplace. The employees are dissatisfied with encouragement to think the impossible, giving of regular feedback from management, taking note of employee strong points and building on them establishment of well-known structures to move on from failure. Overall, the employees are neutral on the extent to which self-awareness of employees is increased.

4.4.3 Extent to which morale of employees is increased

This section seeks to find out the extent to which morale of employees is increased as shown in Table 4.7.

Extent to which morale of employees is increased	Mean Score	Standard Deviation
The ministry provides me with a competitive pay and benefits package	2.2	0.11
The ministry has clear policies related to salaries, raises and bonuses	1.5	0.15
The benefits programs provided by the ministry are satisfactory and meet my expectations	1.9	0.22
I am fairly remunerated for my roles and responsibilities	2.9	0.08
The ministry's remuneration policy helps attract and retain high performing employees	1.9	0.05
Performance incentives are clearly linked to objectives of the	1.7	0.10

ministry.		
I am aware of all the benefits I am entitled to	3.6	0.33
Average	2.24	0.149

Table 4.7: Extent to which morale of employees is improved

From the analysis in Table 4.7 it shows that the employees are fairly satisfied with the fact that they are aware of all the benefits they are entitled to with a score of 3.6. However, they are neutral about being remunerated fairly for their roles and responsibilities with a score of 2.9. The employees generally seem to be dissatisfied with not being awarded a competitive pay and benefits package with a score of 2.2, inability of the benefits programs provided by the ministry being satisfactory and meeting their expectations with a score of 1.9, inability of their ministry’s remuneration policy to attract and retain high performing employees with a score of 1.9, performance incentives not being linked to the objectives of the ministry with a score of 1.7 and lack of the ministry having clear policies in relation to salaries, raises and bonuses with a score of 1.5. On average, the employees are dissatisfied with their pay with a mean score of 2.24.

In conclusion, the employees seem to be satisfied with the fact that they are aware of all the benefits they are entitled to and neutral about being remunerated fairly for their roles and responsibilities. The employees are dissatisfied with not being awarded a competitive pay and benefits package, inability of the benefits programs provided by the ministry to be satisfactory and meet their expectations, inability of the ministry’s remuneration policy to attract and retain high performing employees, performance incentives not being linked to objectives of the ministry and lack of the ministry having clear policies in relation to salaries, raises and bonuses. Overall, the employees are dissatisfied with their pay.

4.4.4 Extent to which creativity is fostered

This section seeks to find out the extent to which creativity is fostered in the ministry as shown in Table 4.8 below.

Extent to which creativity is fostered	Mean Score	Standard Deviation
Elimination of criticism in this ministry	3.1	0.23
Creation of a culture that rewards ideas in the ministry	2.7	0.55
Publicizing of success in the ministry	2.9	0.49
Creation of time for brainstorming in the ministry	2.6	0.28
Training of staff in innovation techniques	1.7	0.11
Challenging of the way staff work in the ministry	2.1	0.36
Action on ideas generated by employees in the ministry	1.8	0.52
Toleration of mistakes	1.7	0.08
Average	2.325	0.3275

Table 4.8: Extent to which morale of employees is improved

From the analysis in Table 4.8 above it shows that the employees are neutral about the elimination of criticism in the ministry with a score of 3.1, creation of a culture that rewards ideas in the ministry with a score of 2.9, publicizing of success in the ministry with a score of 2.7 and creation of time for brainstorming in the ministry with a score of 2.6. The employees generally seem to be dissatisfied with the fact that there is no training of staff in innovation techniques with a score of 2.1, challenging of the way staff work in the ministry with a mean score of 1.8, lack of action on ideas generated by employees in the ministry with a score of 1.7 and lack of toleration of mistakes with a score of 1.7. On average, the employees are dissatisfied with extent to which creativity is fostered in the ministry with a mean score of 2.325.

In conclusion the employees seem to be neutral about elimination of criticism in the ministry, creation of a culture that rewards ideas in the ministry, publicizing of success in the ministry and creation of time for brainstorming in the ministry. The employees are dissatisfied with the training of staff in innovation techniques, , challenging of the way staff work in the ministry, lack of action on ideas generated by employees in the ministry and lack of the ministry's clear succession policy. Overall, the employees are dissatisfied with extent to which creativity is fostered in the ministry.

4.4.5 Extent to which trust between staff is developed

This section seeks to find out the Extent to which trust between staff is developed as shown in Table 4.9.

Satisfaction with Co-workers	Mean Score	Standard Deviation
There is no favoritism in the ministry	3.8	0.84
We resolve conflict honestly, effectively and quickly	4.2	1.22
There is a spirit of teamwork in the ministry	4.5	1.08
My group works well with other groups in the ministry to accomplish our organization's goals	4.4	0.87
The manager's door is always open for employees	3.8	0.33
Average	4.16	0.868

Table 4.9: Extent to which trust between staff is developed

From the analysis in Table 4.9 it shows that the employees are fairly satisfied with the spirit of teamwork in the ministry with a score of 4.5, the ability of their group working well with other groups in the ministry to accomplish organizational goals with a score of 4.4, the ability of employees to resolve conflicts honestly, effectively and quickly with a score of 4.2, the absence of favoritism in the ministry with a score of 3.9 and that the manager's door is always open for employees with a score of 3.8. On average, the employees have trust in their fellow staff with a mean score of 4.16.

In conclusion the employees seem to be satisfied with the spirit of teamwork in the ministry, the ability of their group working well with other groups in the ministry to accomplish organizational goals, the ability of the employees to resolve conflicts honestly, effectively and quickly, the people they work with since they co-operate to get the work done and that the manager's door is always open for employees. Overall, the employees have developed trust with their coworkers.

4.5 Job Satisfaction

This section seeks to find out the job satisfaction levels of the employees in terms of relationship with supervisor, remuneration package, career growth, management, flexibility of rules and regulations, compensation and benefits, job security, diversity in the workplace, effort recognition, advancement, prompt feedback from management and conducive work environment.

The respondents were asked to state their levels of job satisfaction using a likert scale of 1-5 where 1 represents strongly disagree, 2 represents disagree, 3 represents neutral, 4 represents agree and 5 represents strongly agree. A value of <1.5 represents strongly disagree, 1.6 - 2.5 represents disagree, 2.6 - 3.5 represents neutral, 3.6 – 4.5 represents agree while >4.5 represents strongly agree.

4.5.1 Relationship with supervisors

This section seeks to find out the relationship of employees with supervisors in the ministry as shown in Table 4.10 below.

Relationship with supervisors	Mean Score	Standard Deviation
Adherence to attendance and punctuality in the ministry	3.1	0.23
Festered positive confrontation in the ministry	2.7	0.55
Positive reinforcement and praise from supervisors	2.9	0.49
Encouragement of open dialogue and participation	2.6	0.28
Treatment of employees with respect and dignity	1.7	0.11
Sense of community in the work units	2.1	0.36
Use of threats and demeaning tactics	1.8	0.52
Toleration of mistakes	1.7	0.08
Average	2.325	0.3275

Table 4.10: Relationship with supervisors

From the analysis in Table 4.10 above it shows that the employees are neutral about adherence to attendance and punctuality in the ministry with a score of 3.1, festered

positive confrontation in the ministry with a score of 2.9, positive reinforcement and praise from supervisors in the ministry with a score of 2.7 and encouragement of open dialogue and participation in the ministry with a score of 2.6. The employees generally seem to be dissatisfied with the treatment of employees with respect and dignity with a score of 2.1, sense of community in the work units in the ministry with a mean score of 1.8, use of threats and demeaning tactics in the ministry with a score of 1.7 and lack of toleration of mistakes with a score of 1.7. On average, the employees are dissatisfied with relationship with managers in the ministry with a mean score of 2.325.

In conclusion the employees seem to be neutral about adherence to attendance and punctuality in the ministry, fostered positive confrontation in the ministry, positive reinforcement and praise from supervisors in the ministry and encouragement of open dialogue and participation in the ministry. The employees are dissatisfied with the treatment of employees with respect and dignity, sense of community in the work units, use of threats and demeaning tactics in the ministry and lack of toleration of mistakes. Overall, the employees are dissatisfied with extent to which creativity is fostered in the ministry.

4.5.2 Satisfaction with remuneration package

This section seeks to find out the remuneration package at the ministry as shown in Table 4.11.

Satisfaction with remuneration package	Mean Score	Standard Deviation
Tasks assigned by supervisor help you grow professionally	3.8	0.84
The pay reflects the amount of work you do in the ministry	4.2	1.22
Employee benefits are satisfactory	4.5	1.08
You are proud of the ministry as a brand	4.4	0.87
Likelihood to look for a job elsewhere	3.8	0.33
Average	4.16	0.868

Table 4.11: Satisfaction with remuneration package

From the analysis in Table 4.11 it shows that the employees are fairly satisfied with the tasks assigned by supervisors to help them grow professionally in the ministry with a score of 3.8, the pay reflecting the amount of work done in the ministry with a score of 4.2, the employee benefits being satisfactory with a score of 4.5, being proud of the ministry as a brand with a score of 4.4 and that the likeliness to look for a job elsewhere with a score of 3.8. On average, the employees are satisfied with their remuneration package with a mean score of 4.16.

In conclusion the employees seem to be satisfied with the tasks assigned by supervisors to help them grow professionally in the ministry, the pay reflecting the amount of work done in the ministry, the employee benefits being satisfactory and being proud of the ministry as a brand. Overall, the employees are satisfied with their remuneration package.

4.5.3 Satisfaction with effort recognition, advancement, prompt feedback from management and conducive work environment

This section seeks to find out the satisfaction with effort recognition, advancement, prompt feedback from management and conducive work environment as shown in Table 4.12

Satisfaction with effort recognition, advancement, prompt feedback from management and conducive work environment	Mean Score	Standard Deviation
Work environment encourages productivity	3.8	0.84
There is career progression in the ministry	4.2	1.22
Feedback from management is prompt	4.5	1.08
There is reward for effort made in the ministry	4.4	0.87
The ministry has an efficient employee welfare program	3.8	0.33
Average	4.16	0.868

Table 4.12: Satisfaction with effort recognition, advancement, prompt feedback from management and conducive work environment

From the analysis in Table 4.12 it shows that the employees are fairly satisfied with the work environment in the ministry with a score of 3.8, career progression in the ministry with a score of 4.2, prompt feedback from management with a score of 4.5, reward efforts in the ministry with a score of 4.4 and efficient employee welfare program in the ministry with a score of 3.8. On average, the employees are satisfied with their remuneration package with a mean score of 4.16.

In conclusion the employees seem to be satisfied with the tasks assigned by supervisors to help them grow professionally in the ministry, the pay reflecting the amount of work done in the ministry, the employee benefits being satisfactory and being proud of the ministry as a brand. Overall, the employees are satisfied with their remuneration package.

4.6 Pearson Product Moment Correlation

The Pearson's Product Moment Correlation was worked from the mean job satisfaction among the employees and their perception on the influence of human relations on job satisfaction.

Table 4.13 Pearson Product Moment Correlation

Mean score for Effects of Human Relations on Job satisfaction	Job Satisfaction levels of Employees	Pearson Product Moment Correlation
3.1	56	-0.46
2.62	77	
2.24	48	
2.325	19	
4.16	8	

A negative correlation given above of -0.46 shows a relationship where the negative perception on the influence of human relations on job satisfaction increases with decrease in job satisfaction. This shows that as job satisfaction decreases, negative perception on the influence of human relations on job satisfaction increases. Out of this analysis, it can

be concluded that there is a relationship between job satisfaction and perception of the influence of human relation at the Ministry of Foreign Affairs.

4.7 Discussion of the study

The study had the objective of establishing employee perceived influence on job satisfaction at the Ministry of Foreign Affairs which was fulfilled by the findings

The study established that communication and employee trust in the Ministry play a major role in promoting human relations. Other key factors are self awareness, self disclosure, morale of the employees and conflict resolutions. The factors which mainly affect the human relations and job satisfaction are relationship with the supervisors and also the element of one creativity in the ministry.

The findings agree with the recent studies which have been undertaken under similar fields. Kinoti (2009) undertook a study on perceived human relations and job productivity which was correlated to compensation and conducive working environment.

There is an adequate correlation between Human relations and Job satisfaction. This is in line with the study by Recce F. (2013) who found out that there are several ways of managing Human relations, which are communication, Self awareness, Self acceptance Trust, Morale, Self disclosure and conflict resolutions.

Wanjau (2012) argues that for firms to be able to function efficiently, the employees should be satisfied with their jobs as a result of key human relation practices. At the ministry of foreign affairs, the employees seem to be satisfied with the personality assessment of employees in the ministry but neutral with the level of encouragement of employees on Human relations, the hiring of professional coaches to work with employees on self-awareness, sharing of information on disclosure, mindfulness, consciousness and removal of all distractions from the ministry's workplace. The employees are dissatisfied with encouragement to think the impossible, giving of regular feedback from management, taking note of employee strong points and building on them, establishment of well-known structures to

move on after any failure. Overall, the employees are neutral on the extent to which self-awareness of employees is developed..

Bruce (2006) observed that satisfaction of employees with their relations with each other boosts job performance. The employees at the ministry of foreign affairs seem to be satisfied with the spirit of teamwork in the ministry, the ability of their group working well with other groups in the ministry to accomplish organizational goals, the ability of the employees to resolve conflicts honestly, effectively and quickly, the people they work with since they co-operate to get the work done and that the manager's door is always open for employees. Muita (2012) in her study on the performance of public parastatals in relation to job satisfaction concluded that job satisfaction boosts the mutual feeling of trust. In the study, it can be observed that overall; the employees have developed trust with their coworkers.

The Pearson Negative Moment Correlation shows a negative correlation. A negative correlation given above of -0.46 which shows a relationship where the negative perception on the influence of human relations on job satisfaction increases with decrease in job satisfaction. This shows that as job satisfaction decreases, negative perception on the influence of human relations on job satisfaction increases.

In summary, without the influence of human relations in an organization, job satisfaction cannot be realized by both the employees and the employers and also without the inclusion and mainstreaming of the factors which influence human relations in an organization such as communication within the organization, trust amongst the employees, self-actualization, motivation and conflict resolution, an organization cannot realize its goals and objectives. It can be concluded that out of the above analysis, there is a relationship between job satisfaction and the perception of the influence of human relation at the Ministry of Foreign Affairs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings of the study as well as conclusion gathered from analysis of the data. Findings have been summarized alongside the objective of the study. Conclusions have been drawn and recommendations given.

5.2 Summary of findings

The objective of the study was to establish the employee perception of the influence of human relations on job satisfaction at the ministry of foreign affairs and international trade. The population consisted of employees based at the headquarters in Nairobi, Kenya, at the senior and middle level management as well as their subordinates. A total of 104 questionnaires' were administered and 85 were fully completed hence the research was based on a response rate of 81% of the target population.

From the study findings it was observed that from the gender of the respondents there are more males than females who work at the Ministry of Foreign Affairs' office in Nairobi, Kenya. The study also shows that majority of the employees are between 40-39 years of age which shows that majority of the employees are of middle age. The study also shows that majority of the employees have worked for a period of 4-5 years in the ministry. This shows that the period that the employees work for the ministry is not long. The study also shows that majority of the employees have got the highest level of education as a degree. This is in line with the minimum qualifications needed to work in the civil service.

From the study findings it was observed that the employees are satisfied with their relationship with supervisors. They have no problems with the remuneration package and career growth. The study also shows that the employees are neutral about satisfaction with the level of job satisfaction in terms of the human relations policies. This means they are neither satisfied nor dissatisfied with their work and with their supervisors. The study also shows that the employees are dissatisfied with advancement and prompt feedback

from management in the ministry. These are the only two factors causing job dissatisfaction among the employees.

The study shows that the employees have a positive perception of the level of job satisfaction occasioned by human relations policies in the ministry. This can be attributed to the fact that out of the five job satisfaction components, the employees are only satisfied with one component which is career growth. The employees are dissatisfied with their pay and promotion opportunities they have in the ministry which is in line with the reasons they gave for their disapproval of the level of job satisfaction where poor compensation and benefits and lack of proper career development procedures contributed the most.

From the study findings, it was found that there is a relationship between human relations and level of job satisfaction in the Ministry of Foreign Affairs. The Pearson Product Moment correlation shows a correlation value of -0.46. This negative correlation shows a relationship where level of job satisfaction increases with decrease in human relations policies.

5.3 Conclusions

From the findings it is evident that pay and promotion opportunities are major dissatisfaction factors among the employees which in turn influence their perception of the human relations policies at the ministry of Foreign Affairs. This implies that if employees of the Ministry of Foreign Affairs are remunerated well for their services and if they are given opportunities for career development, then their job satisfaction is likely to increase and their perception of the influence of Human Relations on job satisfaction at the ministry will be positive.

5.4 Recommendations

Based on the findings of this study, the following recommendations are made:

The management of the Ministry of Foreign Affairs should improve on the pay and benefits they give to their employees so as to increase their level of job satisfaction and improve their positive perception of Human Relations' influence on job satisfaction.

The management should ensure that their employees have promotion opportunities for career development in the ministry. This will increase their satisfaction levels because they will feel they have a chance for career growth in the ministry. The Management should also improve on the employee-supervisor relations by consulting the employees on key work related issues, delegating work effectively and by applying all the rules fairly to all the employees so as to increase job satisfaction.

Finally, the management should improve on various elements of the work such as improved working facilities and by having human relations policies that can guide the employees so as to increase their satisfaction with their work.

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RESEARCH QUESTIONNAIRE

Introduction

This questionnaire is designed for the sole purpose of gathering information on employee perception on the influence of human relations on job satisfaction in the ministry of foreign affairs and international trade.

SECTION A: BIO DATA

1. Gender

Male

Female

2. Age

3. Highest academic Qualification

Secondary certificate

Diploma

Bachelors Degree

Masters Degree

Other (specify).....

4. For how long have you worked for this ministry?

Less than 1 year

1-2 years

2-5 years

More than 5 years

5. Position in the ministry.....

Senior Manager (Job Group P-Z)	
Middle Manager (Job Group J-P)	
Others below job group J	

SECTION B: Human Relations

I) Kindly tick the most appropriate response(s) concerning the effects of human relations on job satisfaction

1. Kindly tick to what extent your organization enjoys the below listed benefits of its human relations policy. Use the ten point scale, where;
1= Not at all, 2= Very Little Extent, 3= Moderate Extent, 4= Large Extent, 5= Very Large Extent

No	Effects of Human Relation on job satisfaction	1	2	3	4	5
1	Communication between employees and management					
2	Self-awareness of employees					
3	Self-acceptance actualization					
4	Morale of employees					
5	Trust between staff					
6	Constructive self -disclosure					
7	Conflict resolution mechanisms					
8	Fostering creativity					
9	Teamwork between employees					
10	Big picture objectives in tasks assigned					
11	Appropriate recognition and rewarding					
12	To what extent do you benefit from the implementation of Human Relations Policies?					
13	To what extent does human relations affect job satisfaction levels?					

1. Are there any other benefits that your organization enjoys other than those listed above? If yes, please state

Section C: Job Satisfaction

II) Kindly tick the most appropriate response(s) concerning job satisfaction at the Ministry of Foreign Affairs.

Kindly tick to what extent your organization enjoys the below listed challenges in the implementation of human relations strategies. Use the ten point scale, where;
1= Not at all, 2= Very Little Extent, 3= Moderate Extent, 4= Large Extent, 5= Very Large Extent

No	Factors affecting job satisfaction	1	2	3	4	5
1	Relationship with supervisor					

2	Remuneration package					
3	Career growth					
4	Management					
5	Flexibility of rules and regulations					
6	Compensation and benefits					
7	Job Security					
8	Diversity					
9	Effort recognition					
10	Advancement					
11	Prompt feedback from management					
12	Conducive work environment					

1. Are there any other factors other than the ones listed above? If yes, please state.....

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