

**UNIVERSITY OF NAIROBI**

**DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK**

**RELATIONSHIP BETWEEN HUMAN RESOURCE POLICIES AND  
EMPLOYEES JOB SATISFACTION IN A LOCAL NON-GOVERNMENTAL  
ORGANIZATION IN KENYA: A CASE OF ARTICLE 19 KENYA**

**BY**

**CHEGE GACHIE**

**C50/67899/2011**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR THE  
REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF ARTS  
IN SOCIOLOGY (LABOUR MANAGEMENT AND POLICY)**

**UNIVERSITY OF NAIROBI**

**AUGUST 2016**

## DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the University of Nairobi for academic credit.

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Chege Gachie, Reg. C50/67899/2011**

This project has been presented for examination with my approval as the appointed supervisor.

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Prof. Edward K. Mburugu

## **DEDICATION**

To my Mother, Father, and Sister who are my beloved.

## **ACKNOWLEDGEMENTS**

I give thanks to the Almighty God for granting me peace, knowledge and health that has enabled me to complete this research work

I acknowledge the immense contribution of my supervisor, Prof. Edward K. Mburugu, for his patience, support and professional guidance and availability. My sincere gratitude also goes to the staff and students of University of Nairobi for their support and assistance.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>i</b>
<b>DEDICATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iii</b>
<b>LIST OF TABLES .....</b>	<b>vii</b>
<b>LIST OF FIGURES .....</b>	<b>viii</b>
<b>DEFINITIONS OF OPERATIONAL TERMS.....</b>	<b>ix</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>x</b>
<b>ABSTRACT.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Concept of Policies .....	1
1.1.2 Human Resource Policies .....	2
1.1.3 Job satisfaction.....	3
1.1.4 Relationship between HR policies and employee Job Satisfaction .....	4
1.1.5 HR Policies in Local Non-Governmental Organizations.....	5
1.1.6 Profile of Article 19 .....	8
1.2 Research Problem .....	10
1.3 Research Questions.....	12
1.4 Research Objectives.....	12
1.4.1 General Objective .....	12
1.4.2 The Specific Objectives were; .....	12
1.5 Significance of the Study .....	13
1.6 Scope of the Study .....	13
1.7 Assumptions.....	14
1.8 Limitations of the Study.....	14
<b>CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL</b>	
<b>FRAMEWORK.....</b>	<b>15</b>
2.1 Introduction.....	15
2.2 Literature Review.....	15

2.2.1 General Review.....	15
2.2.2 Job satisfaction.....	19
2.2.3 Reward Policy and Job Satisfaction.....	21
2.2.4 Promotion Policy and Job Satisfaction .....	24
2.2.5 Training and Development Policy, and Job Satisfaction.....	27
2.2.6 Employees Occupational Health and Safety and Job Satisfaction.....	29
2.2.7 Critical Review .....	34
2.3 Theoretical Framework.....	35
2.3.1. Two Factor Theory .....	36
2.3.2 Social Exchange and Reciprocity Theories .....	37
2.4 Conceptual Framework.....	37
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>40</b>
3.1 Introduction.....	40
3.2 Description of Article 19 .....	40
3.3 Research Design.....	40
3.4 Unit of Analysis and Units of Observation.....	41
3.5 Target Population.....	41
3.6 Sample Size and Sampling Procedure .....	41
3.7 Data Collection Methods .....	42
3.7.1 Collection of Quantitative Data .....	42
3.7.2. Collection of Qualitative Data .....	43
3.8 Ethical Considerations .....	43
3.9 Data Analysis and Presentation .....	43
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND</b>	
<b>INTERPRETATION .....</b>	<b>44</b>
4.1 Introduction.....	44
4.2 Response Rate.....	44
4.3. Social and Demographic Characteristics .....	44
4.3.1 Gender Distribution .....	45
4.3.2 Age Distribution.....	45

4.3.3 Level of Education.....	45
4.3.5 Duration of Employment .....	46
4.3.6 Employment Categories.....	47
4.4 Employees’ Job Satisfaction .....	47
4.5 Influence of Human Resources Policies .....	48
4.5.1 Reward Policy.....	49
4.5.2 Promotion Policy .....	52
4.5.3 Training and Development Policy .....	56
4.5.4 Health and Safety Policy.....	60
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	<b>65</b>
5.1 Introduction.....	65
5.2 Summary of the Findings.....	65
5.3 Conclusion .....	68
5.4 Recommendations for Policy .....	69
5.5 Suggestion for Further Studies.....	70
<b>REFERENCES.....</b>	<b>71</b>
<b>List of Appendices.....</b>	<b>79</b>
Appendix I: Research Questionnaire .....	79
Appendix II: Key Informant Interview Guide .....	89

## LIST OF TABLES

Table: 3. 1 Target population.....	41
Table: 3. 2 Sample Population .....	42
Table 4.1: Response Rate.....	44
Table 4.2 Distribution of respondents by gender.....	45
Table 4.3 Age of Respondents .....	45
Table 4.4 Highest Level of Education .....	46
Table 4.5 Duration of Employment .....	46
Table 4.6 Designation of Respondents .....	47
Table 4.7 Indicators of Employees' Job Satisfaction.....	48
Table 4.8 Response on whether Human Resources Policies influence employees' Job satisfaction.....	49
Table 4.9 Effect of Reward Policy.....	51
Table 4.10 Influence of Reward Policies .....	52
Table 4.11 Extent to which employees agree that some aspects of Promotion Policy affect job satisfaction.....	54
Table 4.12 Effect of Promotion Policy .....	56
Table: 4.14. Extent to which respondents agree that some aspects of training and development influence job satisfaction .....	58
Table 4.15 Effect of Training and Development Policy .....	60
Table 4.16 Extent to which health and safety policy affects employee job satisfaction ..	62
Table 4.17 Influence of Health and Safety Policy .....	64

## LIST OF FIGURES

Figure 2.2: Conceptual Framework .....	38
--	----

## **DEFINITIONS OF OPERATIONAL TERMS**

Human resources	Are the set of individuals who make up the workforce of an organization.
Job satisfaction	An attitude which is an outcome of harmonizing and summation of numerous precise likes and dislikes experiences with the job.
Reward policy	Is a basic element which indicates how much employees gain by dedicating their time and effort towards the achievements of company objectives.
Policies	Systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning.
Promotion policy	Defines the procedures in which an organization can elevate or change employees from their current positions to higher positions of service within an organization.
Training	Planned activity aimed at improving employees' performance by helping them realize an obligatory level of understanding.

## **LIST OF ABBREVIATIONS**

CC	Core Competencies
HR	Human Resources
HRM	Human Resource Management
NGO	Non-Governmental Organization
UN	United Nations

## **ABSTRACT**

The main purpose of the study was to establish the effects of human resource policies on employees' job satisfaction in local non-governmental organizations with particular reference to Article 19. The general objective of the study was to examine the relationship between human resource policies and employees' job satisfaction in a local Non-Governmental Organization in Kenya, Article 19 Kenya as an illustrative case. In specific terms, how do reward policy, training and development, promotion policy and occupational health and safety policy affect employees' job satisfaction? The study used descriptive design in collecting data from the respondents because it ensures complete description of the situation, making sure that there is minimum bias in the collection and interpretation of data. The target population was drawn from Article 19 consisting of senior management staff, Human resource officers and the general staff. The study undertook a census survey of the entire target population. The primary data for the study was collected using the questionnaires and interview guides. The study established that human resource policies influence employees' job satisfaction as evidence by the majority of the respondents who were in agreement that human resource policies influences employee job satisfaction.

The study findings established that employees' satisfaction can be measured by their commitment to organization objectives, their performance/productivity, their absenteeism and turnover. Key recommendations of the study were for employers to know the value employees place in their reward system and to formulate strategies that address equitable and adequate reward for their employees. Managers ought to design attractive reward policies and strategies which are clearly understood by employees and embedded in the organization's culture so as to ensure productive employees remain. There is need to offer fair and adequate promotional opportunities to employee so as to maximize employee job satisfaction and efficiency in work performance. In managing health and safety tasks, there is need for managers to add variety to an employees' existing tasks and their skills in health and safety management hence enabling them to participate in decision making.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Organizations are facing volatile business environment characterized by acquisition and optimization of human resource. Human resources being valuable and scarce are considered as a source of sustainable competitive advantage (Appelbaum, 2001). Human resources are the only strategic weapon a company has that cannot be copied by its competition (Katou, 2008) hence the success of an organization depends upon competent motivated and satisfied employee (Lamba & Choudhary, 2013). In any organization Human Resource Management (HRM) policies are the basis of optimal utilization, management, employees' job satisfaction and performance (Danish & Usman, 2010). If the employees of an organization are satisfied with their jobs, the organization can achieve its goals easily.

#### **1.1.1 Concept of Policies**

Policies are systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning (Memon, Panhwar, & Rohra, 2010). It can also be described as a set of rules, values or guiding principles that define how an organization addresses human resources-related matters (Barbeito, 2004). Each company has a different set of circumstances, and so develops an individual set of policies. Policies should reflect sound practice, be written down, be communicated across the organization and be reviewed and modified periodically to reflect changing circumstances (Kwenin, Muathe, & Nzulwa, 2013). The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance. Policies can also be very effective at supporting and building the desired organizational culture (Memon, Panhwar, & Rohra, 2010).

### **1.1.2 Human Resource Policies**

Human Resource are the set of individuals who make up the workforce of an organization. The term is also used to describe the function within an organization responsible for implementing policies related to the management of employees (Qasim, et.al, 2012). Human Resource Management policies relate to how the organization wants to handle key aspects of people management (Armstrong, 2009). They are guides to management thinking and are used by management to achieve organizational human resource objectives (Memon, Panhwar, & Rohra, 2010). The establishment of a HR Policy which sets out obligations, standards of behavior and document procedures, is now the standard approach to meeting these obligations (Barbeito, 2004).

Human Resource Policies covers the recruitment policies, procedures and rules surrounding hiring, including how job descriptions are developed, positions advertised, candidates vetted and offers made and what the organization's policy is on hiring relatives. The types of employment supported by the organization, such as regular fulltime, regular part-time, consultant, temporary or other, and whether these categories are entitled to full, partial or no benefits. The conditions the organization adheres to in employing staff, including employment at will and equal employment opportunity. Employment conditions may also include policies on outside employment, disability accommodation, overtime, conflicts of interest and termination, among others (Memon, Panhwar, & Rohra, 2010). Other employment policies include additional conditions of employment including, but not limited to, introductory/probationary period, personnel data and management of personnel files (Khan, et.al, 2011).

Organizations' HR policies clearly define policies on employee compensation and benefits; it states what employees are entitled to in terms of compensation and benefits such as salary administration. Policies which cover information on salary scale or the rationale for determining salaries and conditions for pay increases. The benefits include

paid or unpaid time off, including vacation, holiday, sick leave, bereavement leave, leave without pay, maternity and paternity leave and injury duty. Additional kinds of compensation may include benefits such as health insurance or medical compensation, workers compensation insurance, death benefits, pension/retirement plans, professional development benefits, termination pay and bonuses, among others (Terera & Ngirande, 2014).

Policies on work conditions and hours set standards for the work schedule/office hours, flextime, overtime, as well as use of office equipment and Internet, safety, transportation, telecommuting, business meals or entertaining clients, among others (Kwenin, Muathe, & Nzulwa, 2014). Other important policies include a drug-free workplace policy, sexual harassment, bribes or payoffs, attendance and punctuality and problem resolution (Memon, Panhwar & Rohra, 2010).

### **1.1.3 Job satisfaction**

Job satisfaction is an attitude which is an outcome of harmonizing and summation of numerous precise likes and dislikes experiences with the job. Job satisfaction on the other hand, is the positive emotional state resulting from an employee's job experience (Parker, 2008). It involves people's attitudes, feelings or thoughts towards their organization, work, and workers, (Saleem, 2013). Positive and favorable attitudes towards the job depict job satisfaction, whereas negative and unfavorable attitudes towards the job depict job dissatisfaction. Hence Job satisfaction for an employee is the level of satisfaction according to job (Qasim, Cheema, & Syed, 2012). Job satisfaction is a crucial indicator of how employees feel about their job and describes how much they are contented with their job (Shelton, 2001). The satisfaction level of employees is also associated with increase in output of the organization. Job satisfaction of an employee is essential to the success of an organization. Satisfied employees are more likely to be committed to their organizations and exhibit higher levels of performance and productivity (Spector, 1997). Employees' job satisfaction offers important clues concerning the health and performance of an organization and provides information on where improvements can be made to the

organization. Managers ought to understand how their workers feel and perceive their work conditions, in order to devise appropriate human resource policies and realize the best out of them (Majumder, 2012).

#### **1.1.4 Relationship between HR policies and employee Job Satisfaction**

According to Jeet and Sayeeduzzafar (2014) a well-organized and appropriate human resource policy increases job satisfaction and hard work among employees within an organization. It also promotes efficiency, motivates workers and stimulates employee performance, hence increasing job satisfaction and productivity among workers (Memon, 2010). Herzberg, Mausner and Snyderman (1959) suggest that job satisfaction will be low where organizational policies and employees' expectations do not match. Van Saane, et.al. (2003) adds that an adequate match between the characteristics of individuals' skills, goals, and values and the characteristics of organizations such as culture, values, goals, and resources are significantly related to employees' job satisfaction

The performance of organizations is largely based on people's skills, talents and levels of experience. Due to this, training and provision of appropriate human resource policies is fundamental in achieving proficiency and job satisfaction among staffs (Kwenin, Muathe & Nzulwa, 2013). Ahmad, Osman-Gani and Teng (2009) commends that an organisation that is concerned with the planning of its skilled work force and their education do a good job in ensuring effective and efficient succession. Human resource training and development function plays an important role in developing a learning organization that exploits full potential of its people at an individual, team and organizational level. Human resource policies should be able to keep the right balance among organizational staff, build morale, improve quality, develop teams and productivity through rewarding employees, promoting and developing them for effective organizational performance (Barbeito, 2004). In this way, they promote positive work attitudes and behavior among employees.

Human Resource policies with respect to stimulating performance evaluation mechanism, performance based reward mechanism and career growth and promotion opportunities affect workers' decisions to stay or quit a job (Barbeito, 2004). Employees always look for career growth opportunities and in this context human resource policy functions stimulate employees to stay in the current job (Memon et al., 2010).

### **1.1.5 HR Policies in Local Non-Governmental Organizations**

NGOs are generally registered organizations, community groups, professional associations, trade unions, corporate charity organizations whose aim is to improve the well-being of their members and of those areas in which they exist (Willets, 2002). The activities of a nongovernmental organization (NGO) are generally based on two types of human resources: employed staff (permanent or temporary) and volunteers of the organisation (permanent or temporary) (Boyens, 2007). A specific feature of NGOs consists in the fact that in addition to the two categories of human resources, there may be advisory or independent experts and organisational service providers. In the category of human resources may also be included other persons, in various connections with organisations, namely: beneficiaries, donors (Mello, 2007).

NGOs Human resource policies normally include safety procedures, neutrality, NGOs code of conduct acknowledges, descriptions of duties, and appropriate behavior in specific areas, sexual harassment awareness training, and sometimes a confidentiality agreement (Barbeito, 2004). Most employees who join NGOs sign a form that suggests they have read the code of conduct, and that they agree, understand, and will abide by its elements (Perez, M. 2008).

In spite of the availability of human resources in many of the NGOs, many local NGOs work with a project orientation focus which means there is low priority for investing in

nurturing human resource capacities and staff retention measures due to their short term nature of the projects (Mitlin, Hickey & Bebbington, 2006). Some organizations are not able to have the right employees at the right time and place. When they recruit the staff they face the challenge of retaining them to the end of the project phase as staff leave before the termination of the project (Ramia, 2003). This dynamism experienced in project-oriented organizations is a great challenge as staff turnovers are often high and erratic and this destabilizes programming and eventually the performance of the organization. Some of the geographical areas where the NGOs operate are inaccessible or remote and it becomes difficult to attract staff to work in these sites and they are forced to rely on temporary staff or unqualified staff to fill the positions (Barbeito, 2004).

Local NGOs face the challenge of how to manage diverse groups that exist in the workforce to ensure they are committed to the organization's mission (Mello, 2007). Therefore there is lack of delegation of work in a clear and systematic way due to conflicting approaches to work and suspicion among the groups (Cappelli, 2008). Lack of educated and skilled labour force within a location forces the organization to hire part time staff or work with volunteers yet the organization does not have relevant policies to engage with them effectively. In some instances, staff is placed in a position that they do not have the required competency or the skills to perform the tasks adequately. In other scenarios those holding management positions do not have the relevant skills or knowledge to support the other staff they supervise resulting in job dissatisfaction and poor performance (Perez, 2008).

The staffing level of many local NGOs ranges from 3-10 and don't have a HR unit or a HR manager due to its impractical notion and cost implications (Mello, 2007). The HR function is therefore handled by either a project manager or another staff who may not have the necessary HR skills to ensure that proper HR policies are put in place to ensure employees' job satisfaction. Many local NGOs are entering into alliances and partnerships with other organizations. This means staff appointments are sometimes project based, contractual and for specified periods (Ramia, 2003).

In some organizations there exist 2-3 projects supported by different donors who may implement different salary schemes and work practices and this creates conflicts within the organization. Where organizations are in partnership with a donor agency and the donor does not provide funds to hire additional staff, then the existing staff are sometimes required to take up multiple roles without having the necessary skills required causing increased workload, stress and job dissatisfaction among staff (Mello, 2007).

Inability to offer and provide competitive employee incentives and benefits is mostly challenging in local NGOs because offering competitive benefits to employees has high cost implications and local NGOs do not have the financial resources to do so. The salaries or incentives provided are dependent on the donor funds received. This sometimes impacts heavily on the staff morale and performance within these organizations (Perez, 2008). Managers and employees are required to develop performance targets and output that define individual tasks. However, this process does not exist in some NGOs. There are no tools or mechanisms to support staff appraisals and hence it is not easy to track staff performance and this de-motivates staff. Many staff feel frustrated about the lack of constructive feedback on their performance often because it is unclear what is expected of them (Cappelli, 2008).

There is sometimes lack of career enhancement opportunities. In situations where training opportunities are available, the relevant staff are not given opportunity to attend and instead another staff is sent for training or the supervisors attend the trainings yet they are not directly involved in the functional activities. There is no certainty of growing in one's career as the funding duration is normally short term and funds or opportunities to support development of human resources capacity are normally few or not available. Supervisors do not give staff clear guidance about the day to day tasks required to perform their roles and this is made worse in situations where there are no job descriptions. This results in supervisors setting unrealistic demands on the staff or the staff ends up not undertaking the tasks as required. Often local NGOs do not reward or recognize staff for good or exemplary performance and sanctions against poor

performers. The criterion for allocation of benefits is usually not clear and is mostly associated with “loyalty” to management rather than performance.

#### **1.1.6 Profile of Article 19**

ARTICLE 19 was established in 1987 and has worked and partnered with UN and NGOs such as Amnesty International and International Media Support, and governments such as the UK and Brazil. In Kenya it's located in Nairobi on Lenana road, ACS Plaza.

ARTICLE 19 works so that people everywhere can express themselves freely, access information and enjoy freedom of the press. The organization understand freedom of expression as three things: Freedom of expression is the right to speak, freedom of expression is freedom of the press and freedom of expression is the right to know. It designs and promote laws and policies that protect free expression, holding abusers and governments to account, and advocate for legal reforms. The organization assist the media in its professional development with a range of training and capacity-building resources on freedom of the press, journalists' rights, defamation, public interest broadcasting, media pluralism, and reporting diversity. It defends victims by monitoring and analysing abuses, publicising the plight of individuals under attack, providing security training and security measures for journalists and human rights defenders, and litigating on their behalf. In addition, actively demanding transparency and accountability by testing governments' transparency practices and access to information provisions, and by campaigning for the disclosure of information of public interest.

In Article 19 there is a full-fledged Human Resources department headed by human resources managers which is charged with: the implementation of strategic human resources practices that support the overall strategic aims and objectives of the organization; coordinate recruitment and support managers in the development of job descriptions, advertisements and assessment tools; participate in the interview and selection process as required; ensure all staff recruitment is compliant with employment law, manage the induction process, ensuring that staff receive comprehensive and up to

date information immediately on joining the organization; develop and maintain comprehensive and up to date HR policies and procedures to support the consistent management of staff across the organization; provide managers with expert guidance, coaching and support on the full range of HR activities to ensure a high quality and consistent approach to people management.

The department manages emerging staff issues; disciplinary and grievance matters and ensure that any such issues are well managed and compliant with employment legislation and organisational best practice; provides support to staff on all HR issues; ensure all staff are aware of HR policies and practices and are able to operate them effectively; engage with staff forums to ensure sound management of consultation and communication practices; maintain excellent relations/communications with staff to build and maintain a positive HR profile; ensure staff are informed and updated on key organisational issues learning & development and manage and review performance appraisal system and policy; supporting staff and line managers to ensure the process is completed satisfactorily and that staff development plans are implemented and reviewed; co-ordinate and evaluate organisational training and learning initiatives (e.g. management development programme, staff surveys).

The Department also: manages information held in the HR database and personnel files and ensure up to date information that complies with legal and data protection policies; monitor HR trends (sickness, absence, retention) and provide quarterly management reports Salaries & Benefits Gather and analyse market relevant data to measure the competitiveness of salaries and benefits and provide recommendations to support the recruitment and retention of high quality staff across ARTICLE 19's offices globally; undertake the annual salary /cost of living review and make recommendations accordingly; support regional directors in establishing and maintaining positive working environments; provide expert guidance, tools, coaching and support to Regional Directors to ensure a high quality and consistent approach to people management/staff relations

across the organization; provide oversight of the implementation of HR policies and procedures which are compliant with domestic legal requirements and best practice

## **1.2 Research Problem**

Human Resource policies are an important aspect in all social organizations and from the perspective of the organization and they cannot exist without human resource management. The importance of people is immense as they support development of the organization's objectives and achievements which NGOs are recognized. They are important assets that provide sustained competitive advantages and ensure that the organization achieves its strategic objectives. Successful NGOs recognize the significance of the human resources on organizational performance and emphasize on effective human resource policies to guide their development, satisfaction, commitment and motivation in order to attain desired job satisfaction hence organization objectives.

However, Article 19 often does not realize the importance of human resources to the well-being of the organization and hence does not invest adequate time or resources to develop and implement effective human resource policies as these are often low in the list of management priorities. Hence in Article 19 there is a general apathy and nonchalance on the part of employees characterized by low morale and indifference including poor recruitment process, lack of training and development opportunities, poor management styles, uncondusive working environment and above all poor remuneration, all resulting to poor job satisfaction and low morale. Human resources policies are not accorded their strategic importance leading and in fact Article 19 does not have in place HR guidelines that support staff management. Where they exist they are not utilized and are instead used as tools to get donor funds. Much of the staffing management issues are done in an adhoc manner and it is never clear what the employee is expected to do at a given time. Just like in other local NGOs HR policies that exist are not aligned with government labour policies; do not have contracts, job descriptions or letter of appointments for the staff. It is therefore difficult to get records of when staff were employed, what they are entitled to items of pay, length of contract and what their responsibilities are.

Previous studies have examined human resource management and employees' satisfaction. For example, in a study on the relationship between Human Resource Management and Employee Job Satisfaction, Jeet and Sayeeduzzafar (2014) studied the true state of such relationship using the Nigerian Breweries as a case study. The result of the study indicates that recruitment and selection, training and development, performance appraisal and compensation (human resources management practice variables) jointly and independently predict job satisfaction. In their study Danish and Usman (2010) examined the effects of employee recognition, pay, and benefits on job satisfaction. Employee recognition, pay, and benefits were found to have a significant impact on job satisfaction. Kwenin, Muathe and Nzulwa (2013) investigated the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The findings again showed that job satisfaction and favourable human resource policies have positive link with retention. Samuel & Chipunza (2009) study focused on human resource policy and job satisfaction of employees in knowledge-based enterprises: (A Comparative study of the indigenous and expatriate teaching staff of Kampala International University). The study revealed a low variation in human resource policies between the indigenous and expatriate academic staff of the university. Hence there is limited information on human resource policies and employees' job satisfaction in local Non-Governmental Organizations. This study therefore seeks to fill this gap by examining the relationship between human resource policies and employees' job satisfaction in local Non- Governmental Organizations in Kenya. Hence the study will attempt to answer the research question: what are the effects of human resource policies on employees' job satisfaction?

### **1.3 Research Questions**

The study will seek to answer the following research questions:

- i) To what extent does reward policy affect employees' satisfaction in local NGOs in Kenya?
- ii) How does promotion policy affect employees' job satisfaction in local NGOs in Kenya?
- iii) How does training and development policy affect employees' job satisfaction in local NGOs in Kenya?
- iv) What are the effects of occupational health and safety policy on employees' job satisfaction in local NGOs in Kenya?

### **1.4 Research Objectives**

#### **1.4.1 General Objective**

The general objective of the study was to examine the relationship between human resource policies and employees' job satisfaction in a local Non-Governmental Organization in Kenya, Article 19 Kenya as an illustrative case.

#### **1.4.2 The Specific Objectives were;**

- i) To examine the effect of reward policy on employees' job satisfaction in local Non-Governmental Organizations in Kenya.
- ii) To establish the effect of promotion policy on employees' job satisfaction in local Non-Governmental Organizations in Kenya.
- iii) To determine the influence of training and development policy on employees' job satisfaction in local Non-Governmental Organizations in Kenya.
- iv) To assess the influence of occupational health and safety on employees' job satisfaction in local Non-Governmental Organizations in Kenya.

### **1.5 Significance of the Study**

The study is significant to management and staff of non- government organization as they may be able to understand and appreciate the relationship between human resource policies and employees job satisfaction. In order to take remedial action to alleviate the challenges facing employees' satisfaction and ensure effective performance of the organization. The results of the study will be significant to other organizations as the finding used to understand and appreciate the relationship between human resource policies and employees job satisfaction and thereby facilitate the sector players to seek solutions that enhance employee's job satisfaction in order to achieve growth and performance of organizations. The results of the study are also significant to the government as the findings of the study will be used as a basis of identifying the challenges influencing employees' job satisfaction in the various public sector firms and facilitate effective solutions through regulations and policies that enhanced employees' job satisfaction hence performance.

In theory, the study is also significant to academician and researchers who will utilize the results of the study as part of secondary data in enhancing future studies. The study would facilitate individual researchers to identify gaps in the current research and carry out research in those areas.

### **1.6 Scope of the Study**

The study was limited to examining the relationship between human resource policies and employees job satisfaction in local Non-Governmental Organizations in Kenya with particular reference to Article 19 located in Nairobi County. The study population consisted of Article 19 staff at the head offices located in Nairobi County, which composed of management, human resource officers and staff. The study examines the effects of reward policy, training and development, promotion policy and occupational health and safety policy on employees' satisfaction.

### **1.7 Assumptions**

The study was based on the assumption that the methodology is appropriate to the problem being addressed and the purpose of the study. The results are generalizable beyond the sample being studied, and the variables under investigation are measurable. It was also assumed that the instrument being used was valid and reliable and that the selected sample and data analysis method was sufficient to detect significant differences/relationships if they exist in the population.

### **1.8 Limitations of the Study**

In the collection of data, the researcher encountered some respondents who considered the information sought as confidential and therefore were reluctant to cooperate for fear of being reprimanded by their seniors. However prior authority was sought from management and the respondents assured of the confidentiality of the information provided.

## **CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **2.1 Introduction**

In this chapter, literature, which is related to and consistent with the objectives of the study, is reviewed. Important theoretical and practical problems are brought out; relevant literature on the aspects pertaining to the relationship between human resource policies and employees job satisfaction in local Non-Governmental Organizations in Kenya. A case of Article 19 Kenya is discussed.

### **2.2 Literature Review**

#### **2.2.1 General Review**

In his study Katou (2008) measured the impact of HRM practices on organizational performance in manufacturing sector of Greece. The results indicated that the relationship between HRM practices (resourcing and development, compensation and incentives, involvement and job design) and organizational performance is partially mediated through HRM outcomes (skills, attitudes, behavior), and it is influenced by business strategies (cost, quality, innovation). The study concluded that HRM practices are associated with business strategies will affect organizational performance through HRM outcomes.

Iqbal et al (2011) conducted a study to compare the HRM practices of public and private universities of Pakistan among executives. The study found that there was a significant difference in HRM practices in public and private universities. HRM practices such as job definition, training and development, compensation, team work and employees participation were better in the public universities than private universities. Study further found that performance appraisal practices were better in the private universities than public sector universities. Zulfqar et al (2011) investigated a study to examine the relationship and nature of relationship between HRM practices (compensation, performance evaluation, and promotion practices) and the employee perceived

performance in the banking sector of Pakistan. The results of the study found that, the employee perceived performance and HRM practices has the positive and significant relationship. Further results based on analysis indicated that performance evaluation and promotion practices are significant but the compensation practices are not significant.

A similar study on bank employees was conducted by Majumder (2012) to gain an insight into the current HRM practices (recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation and working environment) and its impact on employee's satisfaction on the private banking sector in Bangladesh. The study revealed that most of the employees are dissatisfied with compensation package followed by reward and motivation Overall HR practices have positive correlation with job satisfaction. Iqbal et al (2013) evaluated the relationship between HR practices (impact of supervisor role, participation in decision making & compensation policy) and employee's job satisfaction among the employees of manufacturing and service sector of Pakistan. The results of study revealed that supervisor role has strong positive effect on job satisfaction. The participation in decision making the factor which is the optimistic about company success has lesser positive effect on job satisfaction.

In their study Danish and Usman (2010) examined the effects of employee recognition, pay, and benefits on job satisfaction. Employee recognition, pay, and benefits were found to have a significant impact on job satisfaction, regardless of home country income level (high, middle or low income) and culture (collectivist or individualist). However, the effect of benefits on job satisfaction was significantly more important for U.S. respondents than for respondents from Malaysia and Vietnam. The authors conclude that both financial and nonfinancial rewards have a role in influencing job satisfaction, which ultimately impacts employee performance. Theoretical and practical implications for developing effective recruitment and retention policies for employees are also discussed.

In a study Kwenin, Muatheand, and Nzulwa, (2013) investigated the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The results showed that when organizations' reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favorable human resource policies have positive link with retention. A limitation of the study was that the questionnaire was voluntarily completed by respondents, the researcher therefore had no information about the non-respondents.

In a study on the Relationship between Human Resource Management and Employee Job Satisfaction, Spector (1997) studied the true state of such relationship using the Nigerian Breweries as a case study. The result of the study indicates that recruitment and selection, training and development, performance appraisal and compensation (human resources management practice variables) jointly and independently predict job satisfaction. In their study, Terera and Ngirande (2014) focused on HRM Practices and its Impact on Employees job Satisfaction in Private Sector Banks: In current era of highly volatile business environment organizations are facing emerging challenges in form of acquisition and optimization of human resource. Being valuable and scarce capabilities, human resources are considered as a source of sustainable competitive advantage. The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. Human resources play an integral role in achieving an innovative and high-quality product/ service. The present study is an attempt to examine and analyse the impact of human resource management practices on job satisfaction of private sector banking employees. In the study, the estimated regression model identified that the HRM practices like training, performance appraisal, team work and compensation has significant impact on job satisfaction. On the other hand employee participation has no significant impact on job satisfaction of the employees of banks.

In a study focused on human resource policy and job satisfaction of employees in knowledge-based enterprises Majumder (2012) focused on a comparative study of the indigenous and expatriate teaching staffs of Kampala International University. The study revealed a low variation in human resource policies between the indigenous and expatriate academic staffs of Kampala International University. However, a significant differences in job satisfaction was reported among the two groups which in favour of the expatriate teaching staff. The researchers attributed this to variation in the reward policy, thereby concluding that, although the HR policies at Kampala International University a slightly different among the indigenous and expatriate teaching staff, job satisfaction is significant different, which attributed to differences in the reward policies of the university. This study therefore, recommends that the university management streamlines the rewards policy to create a sense of equity and fairness amongst its teaching staffs. This will increase job satisfaction among the indigenous teaching staffs, which will consequently increase productivity in the university as whole.

Zainuddin et al. (2010) found that the promotion opportunity was positively significant to relationship with job satisfaction among lecturers. This finding also consistent with Khan, Nawaz, Aleem & Hamed, (2011) indicated that promotion significantly affect the level of job satisfaction among autonomous medical institutions of Pakistan. Khan, et al (2011) conducted a study to find out determinants of job satisfaction and impact of job satisfaction on the employee performance in the autonomous medical institutions of health department of Pakistan.

García-Bernal, Gargallo-Castel, Marz o-Navarro, and Rivera-Torres,(2005) undertook a research on employee development as a contingent factor to job satisfaction and measured it separately. The study analyzed the effect of training satisfaction on employee development facet of job satisfaction. Opportunities for employee development determine personnel satisfaction resulting in both an improvement in worker productivity as well as a reduction in the cost of hiring and training workers.

### **2.2.2 Job satisfaction**

Job satisfaction is defined as the degree to which a worker experiences positive affection towards his or her job. Locke definition considers job satisfaction to be a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences and as a function of the perceived relationship between what one wants from one's job and what one perceives it as offering.

From the view point of Padala, (2011) job satisfaction is the difference between the inputs made by employee and the outputs receive from the job. If the answer comes out positive then the employee is satisfied with the job and vice versa. Jain, Jabeen, Mishra and Gupta (2007) expressed that job satisfaction is not only influenced by the personal characteristics of an employee but also by the work related attributes prevailing in the workplace. Saleem, et.al (2013) stated that job satisfaction has gained wider importance in organizational behavior field. Luthans (1998) discussed job satisfaction in a three dimensional perspective. Firstly he postulated that job satisfaction is a feeling it cannot be measured as a tangible entity. Secondly, he stated that employee expectations, of being rewarded for the efforts made for the organization, can serve as a determinant of job satisfaction. Thirdly, he declared that several job characteristics like pay, promotion and work itself are the attitudes which can be related to job satisfaction. Locke and Lathan (1990) broadly defined job satisfaction as an emotional state which gives pleasure and positive energy to employees by perceiving that they are getting what they think is important for them. Employees can be retained and satisfied when they are satisfied with their work which includes the challenges, scope and variety of the job. Apart from challenging job there are certain demographic factors which contribute to enhancing the satisfaction level of employees (Shan, 1998). A satisfied employee is more committed and can be retained on the organization for a longer period, thus enhancing the productivity of the company (Roelen, et.al 2008).

Job satisfaction is defined as a “result from the perception that one's job fulfills or allows the fulfillment of one's important job values” (Kusku, 2003). Thus, identifying these job

values and how employees perceive their satisfaction is crucial to job satisfaction research. This has been assessed in the organizational behavior literature through two main approaches. The first focuses on the relationship between job satisfaction and organizational outcomes such as performance, productivity, absenteeism, and turnover. The second analyzes job satisfaction in terms of determining its predictors. These studies have traditionally assigned job characteristics, organizational characteristics, and individual characteristics as determinants of job satisfaction (Scott, 2010).

Job characteristics are aspects of workers' tasks that determine how the employee perceives his/her particular activities within the organization. These perceptions are related to internal motivation because identifying the job as meaningful, challenging, and interesting can affect workers' overall behavior and feelings of happiness, health, safety, and caring about professional colleagues (Tyilana, 2005). Moreover, the perception of a job as "meaningful" is related to the individual's fit in the organization, the amount of complex and different abilities employees are required to use to perform their tasks, and the tasks' overall importance to co-workers, organizations, and society.

The job characteristics model proposed by Tyilana (2005) still represents a predominant perspective in organizational literature (Clegg & Spencer, 2007; Armstrong & Murlis, 2007). According to Tyilana (2005), organizations can promote job satisfaction by enhancing jobs along five dimensions: skill variety, task identity, task significance, autonomy, and feedback. These dimensions lead to critical psychological states that directly affect work results, such as satisfaction, intrinsic motivation, productivity, turnover, and absenteeism. This is why, among the predictors of job satisfaction, job characteristics have received the most empirical attention in the literature (Khalid, Irshad & Mahmood, 2011).

The context in which employees are embedded is also expected to influence, in different ways, the overall level of job satisfaction of public and private workers. Organizational characteristics have been linked to job satisfaction in the literature from various

perspectives, such as type of service, organization age, workgroup size, workgroup budget, and workgroup age (Kusku, 2003); core organizational values such as effectiveness, reputation, and efficiency (Scott, 2010); and organizational factors such as group culture and sense of organizational purpose (Khalid, Irshad & Mahmood, 2011).

It is important that employees perceive organizations to be doing the best they can, within their economic, environmental, and financial constraints, to fulfill employees' expectations. Therefore, human resource policies and practices are suitable to represent organizational characteristics in this sense. Human resource practices are the concrete representation of the explicit or implicit human resource politics that guide the organization's decision-making in relation to human assets. They are also designed to communicate to employees what is expected in terms of appropriate behaviors, in order to meet organizational values and goals through formal programs and procedures (Mohamed et.al 2004). Suggest that job satisfaction will be low where organizational policies and employees' expectations do not match. Danish & Usman, (2010) adds that an adequate match between the characteristics of individuals – skills, goals, and values – and the characteristics of organizations – culture, values, goals, and resources – is significantly related to employees' job satisfaction.

### **2.2.3 Reward Policy and Job Satisfaction**

A reward policy is a basic element which indicates how much employees gain by dedicating their time and effort towards the achievements of company objectives (Sutherland, 2004). It spells out the monetary and non-monetary benefits of employees as a compensation for their dedicated effort (Mejia et al., 2001). A well designed reward policy can be used as a tool for attracting, motivating, and retaining employees within an organizational (Carrel et al., 1992; Terera & Ngirande, 2014). For this to happen therefore, managers ought to design attractive reward policies in order to attract and retain valuable employees and increase job satisfaction (Gohari, 2013).

Reward policy is designed in form of scales, whereby employees are rewarded on the basis of their qualifications, work experience and particular contributions towards the university. Gohari et al., (2013) maintains that when employees are rewarded on the basis of merit they get motivated to work hard so that they can gain from such rewards that are attached to good performance. This is true for scholars like, Scott (2010), Chepkwony (2014), and Agwu (2013) who contended toward similar thought. However, a reward policy can be detrimental to an organization if it is unfairly designed. This is because it will act as a demoralizing tool that affects employee job satisfaction thus lowering organizational productivity (Edirisooriya, 2014).

Most organizations clearly define policies on employee compensation and benefits by stating what employees are entitled to in terms of compensation and benefits. Examples of compensation and benefits policies include: salary administration, information on salary scale or the rationale for determining salaries and conditions for pay increases, timekeeping and Payroll. The benefits surrounding paid or unpaid time off, including vacation, holiday, sick leave, bereavement leave, leave without pay, maternity and paternity leave, home leave, time off to vote and jury duty. If the organization has offices in different countries, it may have to establish different leave policies in each country to ensure compliance with national laws. Other benefits are additional kinds of compensation that an organization can offer, such as health insurance or medical compensation, workers compensation insurance, death benefits, pension/retirement plans, professional development benefits, termination pay and bonuses, among others.

Shoaib, Noor, Tirmizi and Bashir (2009), recognize that employee rewards are very important since they have lasting impression on the employee and continue to substantiate the employees' perception of their value to the organizations they work with. Moreover, they contend that employees judge the quality of their job in the intrinsic satisfaction and the personal reward they earn from their work. Using intrinsic rewards to increase employee commitment and retention is achievable in all organizations. Sutherland (2004), demonstrates that reward is the basic element which indicates how

much employees gain by dedicating their time and effort towards the achievements of company objectives, therefore employers have the responsibility to designing an attractive reward package to attract and retain valuable employees.

Shoaib et al. (2009), also attest that it is important for employers to know the value employees place in their reward systems and to formulate strategies that address equitable and adequate reward for their employees. When appropriate reward strategies are understood and embedded in the organization's culture, productive employees remain (Shechtman, 2008). A valued employee is more likely to stay in employment than an unvalued employee is. Sutherland (2004), argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she states, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices, which can contribute to increased retention. Recognition programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement.

Previous studies have demonstrated that pay affects job satisfaction (Danish, & Usman, 2010; Saleem, et.al 2013). Employees expect a certain level of monetary rewards for their organizational contribution, and pay constitutes a quantitative measure of an employee's worth. In order to compete for the most talented workers, companies need to provide attractive and equitable pay. It has been argued that pay is a motivator for many employees initially, but it is not a powerful motivator over the long term. The role of pay in attracting and retaining people at work has been recognized for many decades and is increasingly important in today's competitive, economic environment where strategic compensation planning is needed (Jackson & Schuler, 2006).

#### **2.2.4 Promotion Policy and Job Satisfaction**

Promotion policy defines the procedures in which an organization can elevate or change employees from their current positions to higher positions of service within an organization. This policy aims at rewarding employees for their past performances and encouraging them to continue their effort toward the growth and development of the organization (Bohlander, 2001). A promotion policy based on qualifications and the principle of merit with clear career opportunities and the prospect of accessing higher positions with greater responsibility is a prerequisite for an attractive career development system.

Promotion happens when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Wan, Sulaiman, & Omar 2012). Promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. It will help the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own organization. The employees themselves feel to be an effective contributor and thus will be more satisfied with their job.

Promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals thus it serves as a mean of synchronizing organizational goals with personal goals (Muhammad & Akhter, 2010). According to Rosen (1982) the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1985). Thus, a raise in salary indicates the value of promotion (Naveed, Usman & Bushra 2011). Promotion follows a defined set pattern which is outlined in the employment bond (Wan et.al 2012). There is a consensus among the researchers that job satisfaction is strongly associated to opportunities for promotion (Mustapha & Zakaria, 2013). The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees (Muhammad & Akhter, 2010).

As compared to recognition and achievement the degree of promotion has a stronger impact on job satisfaction. Bohlander, (2001) advocates that the aspiration to be promoted emanates from the desire for social status psychological growth, the desire for justice .Therefore management should commemorate that promotion furnishes a positive motivating tool in ensuring that the employee attains goals at a higher level.

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, (Naveed, et.al 2011). However, Mustapha and Zakaria, (2013) warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entails opportunity for advancement (promotion). Bohlander, (2001) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social stays. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

Organizations that have sufficient scope for promotion tend to foster job satisfaction among employees (Muhammad & Akhter, 2010) than those that do not give such opportunities. Worth to note also is that, fair adequate promotional chances according to employee’s ability and skills makes employee more loyal to their work and become a source of pertinent workability for the employers in form of increased efficiencies and job satisfaction (Danish & Usman, 2010). In this regard, institutions ought to ensure equity in the promotion of staffs if they are to maximize employee job satisfaction and efficiency in work performance.

Career development is directly linked to the satisfaction of employee in a way that employees feel value from their supervisors and organization as their goals are being focused and achieved, they get recognition because along with their own goals

organizational goals are also being satisfied. So employees become more satisfied with their job and would never want to leave the organization and also organization wants to retain its golden employees to achieve its objectives and long term corporate goals. That's why organization should have to invest in ongoing employee career development programs to make both employee as well as organization successful (Mustapha & Zakaria, 2013).

Researches by groups of researchers (Owusu, 2012) and another group (Danish, & Usman, 2010) found a positive significant relationship between opportunities for promotion and job satisfaction. Wan, Sulaiman, & Omar (2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization.

In this highly competitive corporate world, promotion can help the competing firms to trace the most productive participant of one organization to be worth hiring for another organization (Naveed, et.al 2011). In such a way the promotion highlights an employee in the external environment and realizes his worth in the internal environment. According to Phillips and Connell, (2008) promotion enhances the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate.

However, according to Owusu, (2012), promotion does not consider to be an incentive device, thus the optimal results cannot be generated by promoting the employee in the organization. There is a more failure rate when the employees are hired externally than when they are promoted internally (Kelly-Radford, 2001). The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction (Wan, Sulaiman, & Omar 2012). According to Shields and Ward (2001) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1989) established that greater the chances

of promotion higher will be the job satisfaction of employees. Apart from job satisfaction, the employee satisfaction is determined by satisfaction with promotion. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002).

### **2.2.5 Training and Development Policy, and Job Satisfaction**

Kennedy, (2009) defines training is as a planned activity aimed at improving employees 'performance by helping them realize an obligatory level of understanding or skill through the impartation of information. Armstrong (2000) also defines training as an organized process to amend employee proficiencies so that they can achieve its objectives. Malaolu and Ogbuabor, (2013) described training as a very formal, systematic and step wise process, in other words it's a systematic acquisition of skills, rules, concepts or attitudes that result in improved performance in another environment".

Recent trends show that employees now have a desire to obtain fresh skills. Particularly in technical skills because acquisition of skills provides job security as compared to seniority (Piore, 1968). As a result employees look for organisations that are prepared to afford them some training and development opportunities. This can be in the form of bursaries on the job training and ongoing development opportunities.

Training and development is any attempt to improve current or future employee performance by increasing employee ability to perform through leaning (Schuler, 1995). It is considered pertinent in developing intellectual capacity through building employees competencies and optimizing their contribution towards the organization (Nassazi, 2013). Training and developing employees not only helps an organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions of service, but also enables business to make use of advanced technology and to adapt easily to changing environmental conditions through increasing employee efficiency and job satisfaction, (Kennedy, 2009). Nonetheless, the study indicated high levels of training

and development, offered in form scholarships, seminars and workshops is an indication that the institution values skills development among its staffs.

Receiving training that enhances skills and capability is a key component of what potential candidates look for in jobs hence organizations failing to provide adequate employee development initiatives will fail to attain optimum level of employee satisfaction and will face turnover issues. Herzberg (1968) proposed training to be a hygiene factor thus training may not be a primary cause of employee satisfaction but on the contrary Rowold (2008) in their empirical study found training was specifically designed to accomplish an explicit goal: enhanced job satisfaction likewise Kennedy, (2009) specified training brought changes in on the job behavior, the benefits of this were established in the study by Khan, et.al (2011) some of them are improved productivity, employee satisfaction, reduced turnover and willingness to accept strategic and organisational change.

Schuler, (1995) suggested the categories of job satisfaction that can have an impact that comes from training. One is intrinsic that may come from performing task well or being able to apply the skills learnt, it infuses a sense of being developed and having an increased competence whereas extrinsic job satisfaction comes from extra earning that comes from improved job performance, the ability to perform the task, applying the skills and improved job performance stem from the learning that comes from training.

The study of Linz (2003) among Russian workers agreed with the above assertion and maintained that Workers reporting high levels of job satisfaction tend to be those who have a high expectation of receiving intrinsic job characteristic, by developing additional skills, learning new things, accomplishing something worthwhile and all this is possible to achieve through training. Wood, (2004) in their study identified that training of employees does not only positively relates to employee job satisfaction but also contributes in building a negative relation to turnover cementing the assertion of Piore, (1968) who stressed on failure to invest in training and development contributes to higher

labor turnover. The researches support the conjecture that offering talented employees training to keep them current on their job functions and allowing them to learn new skills can be utilized to improve satisfaction with the organization.

Training acts as a pathway for learning, Learning and development is an important factor in creating a sense of progression and purpose that leads to organizational commitment (Armstrong, 2009). Nassazi, (2013) found that training positively impacts productivity, which results in higher level of customer and employee satisfaction thus increasing brand value. Malaolu and Ogbuabor, (2013) in their study, revealed that training can reduce probability of failure as training effects performance, enlarges the skill base and develops the level of competence, It helps in developing climate for learning which not only aids in training to flourish but also supports self-managed learning practices like coaching and mentoring. Schuler, (1995) discovered that employee's perceived lack of incentives to learn posed a challenge in motivating and retaining employees while it threatened satisfaction of employees at work. To meet this challenge Wood, (2004) made it imperative on the organization to support employees in developing their careers.

#### **2.2.6 Employees Occupational Health and Safety and Job Satisfaction**

The safety literature defines safety climate as a coherent set of perceptions and expectations that workers have regarding safety in their organisation .The term occupational health and safety describe all the factors and conditions that affect health and safety in the workplace, or could affect health and safety in the workplace. Organizations that are committed to health and safety have policies that guide both management and employees in ensuring that the working environment is injury free for their workers. The views of Mathis and Jackson (2004), occupational health refers to a general state of physical, mental, and emotional well-being of a worker. This presupposes they all share the same view that a healthy worker is the one who is free from illness, injury, mental and emotional problems that may impair his normal work activity or routine. Others see it as activities, processes, or procedural strategies to protect and promote the health and safety of workers. That is, to eliminate all factors, behaviors and

conditions hazardous to human health and safety at work. OHS enhances the physical, mental and social well-being of workers, and supports the development and maintenance of their working capacity, as well as professionalism and social development at work.

The explanation for the proposed link between job satisfaction and organisational safety climate relates to the fact that the degree of an employee's job satisfaction derives from meaningful organisational and social organisational values, norms, beliefs, practices and procedures operational at the workplace. In effect, the perceived level of support provided by an organisation will turn out to be closely associated with safety climate and other organisational and social factors which are important for safety. If workers perceive that their organisations are supportive and are satisfied with the organisational structures in place, they are more likely to recognize that the organisations value their safety and general well-being as well.

This assessment in turn reflects positively on their perceptions of the prevailing safety climate and influences organisational behaviour. Thus, it is on record that when workers' basic needs are met consistently and the workers express job satisfaction, they display greater emotional attachment, involvement and express stronger feelings of allegiance and loyalty to their organisations. In line with this, a number of studies have consistently found strong and positive relationships between job satisfaction and productive organisational behaviours such as perceived organisational support, organisational citizenship behaviours and fairness perception. Additionally, research reports on the job satisfaction-safety link have indicated that satisfied workers, more than their dissatisfied counterparts, are motivated into safe work behaviours and register relatively lower accident rates.

In order for the policies to be fully implemented and proven successful, To them, in organizations where health and safety policies are highly promoted, employees feel valued because they are kept from danger at work. This provides opportunities for employees to perform very well on the job to achieve organizational success. Hudson

(2012) also sees health and safety promotion at the workplace having direct positive impact on employees' performance. Good occupational health and safety management practices would help to build a positive workplace culture and this enhance performance of all employees. To him, it also gives room for high employee performance that encourages creativity and innovation.

Ward et.al. (2008) supports that many writers who see organizations enjoying direct benefit in promoting occupational health and safety. To them in an organization where employees within feel that management 'cares' for them, there is an indication of positive management of occupational health and safety system and as such results in safer working practices and also have positive impact on employee outcomes (example, job motivation, job involvement, safety climate, organizational commitment, job satisfaction, mental health and wellbeing). Positive or greater records of these outcomes support the ability of the employee to perform very well on the job for the organization to achieve its goals.

Most of us want to work in an interesting and challenging job. We want a job where we can make a difference, put something back into society and enjoy the social benefits of work. One of the key factors in increasing satisfaction and engagement is in the design of an employee's job. The way that a job is designed gives employees messages about the behaviors they should adopt, how they should do their job and how much they are expected to participate in decision making. If a job is made up of monotonous tasks and does not allow employees to take control and be accountable, then they will eventually become bored and dissatisfied. Showing employees what behaviors are expected of them, giving them a choice of how they work and involving them in making decisions can enrich their work life. Enriching an employee's job so it has breadth and depth will make the job more rewarding, less monotonous and ultimately more satisfying.

This is not only about expanding the tasks that someone does; it is also about adding variety and challenge to daily routines. When you are delegating or managing health and

safety tasks, consider the following. Add variety to an employee's existing tasks – consider increasing the number of skills that employees need to use. If you want to add health and safety responsibilities, you may need to train employees in new skills, such as assessing risks, becoming a workstation assessor or first aider. Or you may want them to develop their organizational and leadership skills by asking them to lead the health and safety committee.

Employees who see the whole picture are given the opportunity to perform a job from start to finish. For example, give someone the chance to handle a complaint about safety, or manage an accident reporting process from start to finish. By managing how a health and safety complaint is reported, investigated and remedial actions taken, an employee can get a feeling of accomplishment. They will see the results and understand how each of the components contributes to the whole. Show the positive impact of health and safety to the organisation ensure that employees understand how health and safety has a direct impact on the organisation, its employees and other stakeholders. Explaining that working safely can save money and have a positive effect on wages and bonuses can have a real impact.

In order to increase the employees job satisfaction , management may give employees' control and autonomy plus holding them accountable at work enables them to make decisions on how they do their work; for example, asking the maintenance team to come up with their own inspection schedule; giving the cleaning team a budget so they can order personal protective equipment and manage their inventory and assigning employees' tasks that are typically done by supervisor's means that they will have more influence on planning, executing, and evaluating their work, increasing their sense of fulfilment and freedom. Employees will learn to solve problems together, take initiative, and make good decisions. Give regular constructive feedback recognizes a job well done. Celebrate individual and team success. For example, publish successful health and safety stories in the company newsletter, such as the savings a team has made from reducing accidents.

Some strategies can adopt to improve job satisfaction in your workplace: develop project teams to manage new health and safety projects across the organisation – by breaking normal reporting lines, you can encourage employees to develop new skills such as building relationships with others and group work. Creating autonomous teams to achieve organization health and safety goals set a goal for the team such as being responsible for workplace inspections. Ask them to decide what they need to do, when to do it and how they will measure performance. People will gain leadership, team and management skills. Encouraging collaboration and participation by allow teams to help make decisions and get involved in policy making and planning. By valuing employees' opinions, you will motivate them and get them to buy into your health and safety strategy.

Workers' perceptions of safety climate have been regarded as a principal guide to safety performance, which provides a potent proactive management tool. Consistent with this observation, researchers have noted that workers with a negative perception of safety climate (e.g., a high workload, work pressure) tend to engage in unsafe acts, which in turn increase their susceptibility to accidents. Similarly, workers who perceive job insecurity, anxiety and stress have exhibited a drop in safety motivation and compliance and recorded a higher accident rate. On the other hand, workers with a positive perception of their workplace safety have registered fewer accidents. One aspect of organisational behavior which is likely to affect workers' perceptions of organisational safety climate, and in turn influence safe work behaviours, and accident frequency is the extent to which workers perceive their organisations as being supportive, concerned and caring about their general well-being and satisfaction. In the literature this has been technically referred to as job satisfaction.

The explanation for the proposed link between job satisfaction and organizational safety climate relates to the fact that the degree of an employee's job satisfaction derives from meaningful organizational and social organizational values, norms, beliefs, practices and procedures operational at the workplace. In effect, the perceived level of support provided by an organisation will turn out to be closely associated with safety climate and

other organizational and social factors which are important for safety. If workers perceive that their organisations are supportive and are satisfied with the organizational structures in place, they are more likely to recognize that the organisations value their safety and general well-being as well.

This assessment in turn reflects positively on their perceptions of the prevailing safety climate and influences organizational behavior. Thus, it is on record that when workers' basic needs are met consistently and the workers express job satisfaction, they display greater emotional attachment, involvement and express stronger feelings of allegiance and loyalty to their organisations. In line with this, a number of studies have consistently found strong and positive relationships between job satisfaction and productive organizational behaviors such as perceived organizational support, organizational citizenship behaviors and fairness perception. Additionally, research reports on the job satisfaction-safety link have indicated that satisfied workers, more than their dissatisfied counterparts, are motivated into safe work behaviors and register relatively lower accident rates.

### **2.2.7 Critical Review**

A study on bank employees was conducted by Majumder (2012) to gain an insight into the current HRM practices and their impact on employee's satisfaction on the private banking sector in Bangladesh. HR practices have positive correlation with job satisfaction. However, most of these studies were on human resource practices and there is limited focus on human resource policies and employees satisfaction or organization performance, although there is a thin line between human resource practices and policies. The available studies were conducted in business institutions and universities hence there seems to be a gap in literature specifically focusing on non -governmental organization.

In other studies Kwenin, Muathe and Nzulwa, (2013) investigated the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The findings again showed that job satisfaction and favourable

human resource policies have positive link with retention. A limitation of the study was that the questionnaire was voluntarily completed by respondents; the researcher therefore had no information about the non-respondents. In a study on the relationship between human resource management and employee job satisfaction, Spector (1997) examined set to ascertain the true state of such relationship using the Nigerian Breweries as a case study. The result of the study indicates that recruitment and selection, training and development, performance appraisal and compensation (human resources management practice variables) jointly and independently predict job satisfaction. As it was observed earlier above there is limited focus on the humanitarian organizations especially the human resource policies in local non-governmental organizations, more so in Kenya. Hence this study seeks to fill this research gap by investigating the relationship between human resource policies and employees performance.

### **2.3 Theoretical Framework**

The theories that underpin this study are the two factor theory of Frederick Herzberg (1957), the social exchange theory and reciprocity theory. When an employee is satisfied he/she becomes efficient and effective, whereas if he/she is dissatisfied one becomes inefficient and ineffective thus lowering his contribution to the organization. Basically, according to these theories, expressions of positive affect and concern for others create a feeling of indebtedness and a corresponding sense of obligation to respond positively in return. If human resource policies are fair and equitable employees will be satisfied, while if they are not fair and equitable, employees will become dissatisfied, hence reducing their job satisfaction and engagement to performing organizational work.

### **2.3.1. Two Factor Theory**

Herzberg formulated the so-called Theory of the two factors to explain an individual's behavior at work. Herzberg (1957) called these the hygienic factors and behavior factors: Hygienic or extrinsic factors are those that are located in the environment that surrounds the employees and it includes conditions inside the work place. These conditions are created and managed by the administration therefore; they are beyond the personal control of the employees. The main hygienic factors are: wages, social benefits, authority type, physical conditions of the work place and job, and the company's internal regulations, policies and guidelines. These are context factors and they are located in the external ambit that surrounds the person.

Herzberg points out that traditionally the hygienic factors were not taken into account in the employee's motivation; formerly, the job was considered an unpleasant activity and to make a person produce more, it became necessary to resort to prizes and salary incentives, democratic leadership, open managerial policies and motivations, all those incentives external to the employee. In Herzberg's study, when the hygienic factors are favorable, they only avoid the employees being dissatisfied because they do not consistently improve satisfaction, and even if they do, they do not maintain the improvement; Behavior or intrinsic motivational factors are related to the employee's work position and to the nature of the tasks performed, that is, what the task is and how it is carried out. These motivational factors are under the person's control and involve feelings of personal growth, professional recognition and self-accomplishment.

According to Herzberg's study (1971), the effects of motivational factors upon personal behavior are much deeper and stable than satisfaction with the position occupied as a function of its challenges and stimulating activities. In addition, dissatisfaction occurs as a function of the context of wages, benefits, supervision, colleagues and the general context of the task performed.

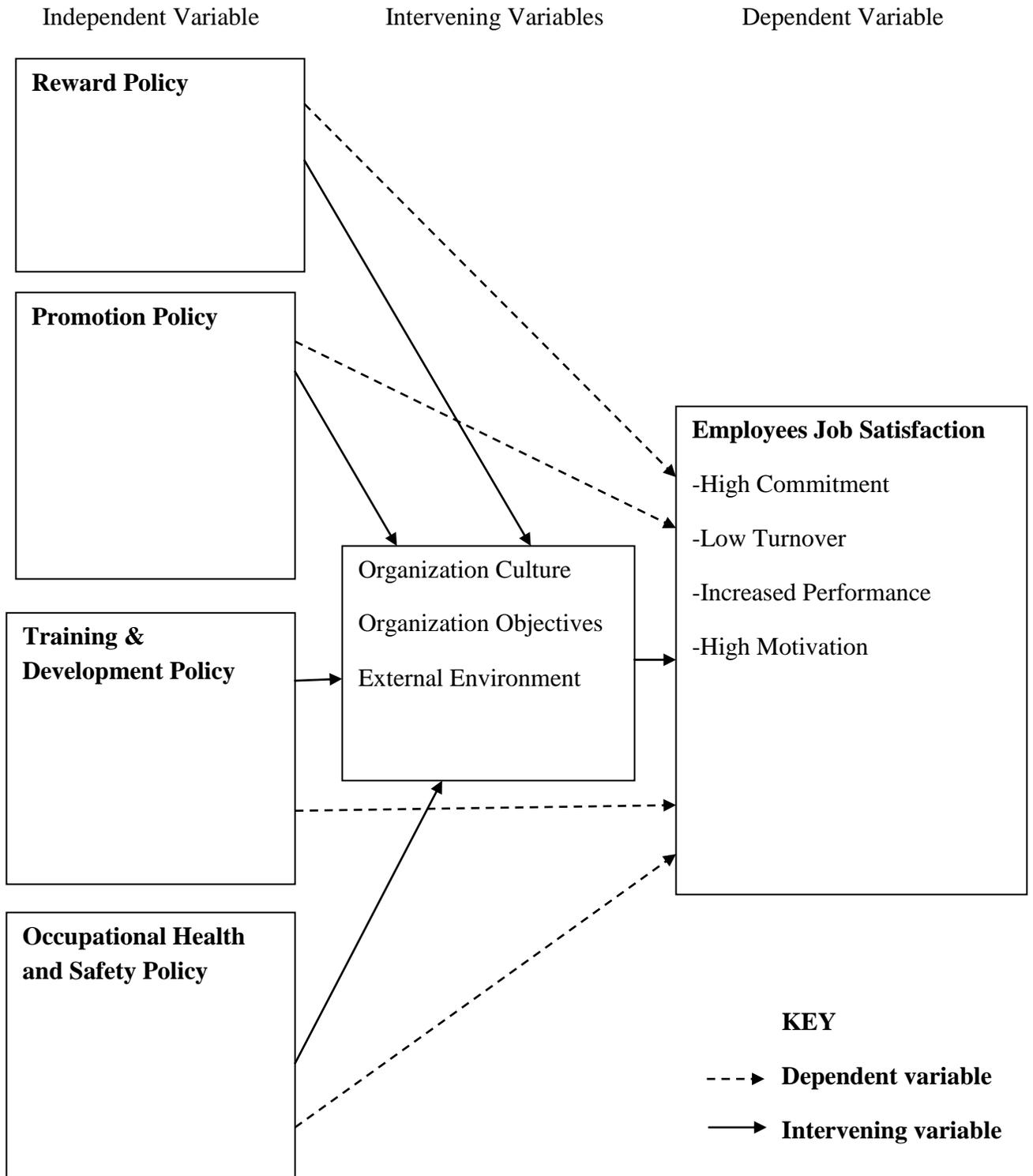
### **2.3.2 Social Exchange and Reciprocity Theories**

The central theories used in explaining the motivational basis behind job satisfaction and these positive organisational behaviours are the Social Exchange Theory and Reciprocity Theory. Basically, according to these theories, expressions of positive affect and concern for others create a feeling of indebtedness and a corresponding sense of obligation to respond positively in return. Workers who perceive a high level of organisational concern and support, and are satisfied with workplace conditions, feel a sense of indebtedness and a need to reciprocate in terms that will benefit their organisations/management. Organizational researchers have therefore found satisfied workers to be more actively engaged in activities that are considered more facilitative to organizational goals than their dissatisfied work colleagues. Thus relative to their dissatisfied colleagues, satisfied workers are more likely to comply with safety-related practices.

### **2.4 Conceptual Framework**

The study can be conceptualized in a framework explaining the relationship between the independent variables (factors) which include reward, promotion, training, development and career and health and safety policies and how they influence employees' job satisfaction which is the dependent variable (outcomes). The conceptual framework is presented in a schematic interpretation as shown in the figure 2.2 below.

**Figure 2.2: Conceptual Framework**



Overall satisfaction focuses on the individual's general internal state of satisfaction or dissatisfaction. Hence overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the frequency and intensity of positive and negative experiences arising from components of their jobs such rewards which play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. Job satisfaction is strongly associated to opportunities for promotion. The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees. Training and development' has a significant positive impact on employees' job satisfaction as it leads to superior knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance job satisfaction. Occupational health plays a vital role since it influences job satisfaction, as employees are concerned with a comfortable physical work environment that ultimately renders more positive level of job satisfaction.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter focuses on the research methodology which contain the procedures and methods used to collect and analyze (obtain and process) data. The chapter covers study area, study design, target and study populations, sampling frame & techniques, research instruments, ethical considerations, data collection, data quality control, data management and analysis.

### **3.2 Description of Article 19**

ARTICLE 19 was established in 1987 and has worked and partnered with UN and NGOs such as Amnesty International and International Media Support, and governments. ARTICLE 19 campaigns with people around the world for the right to exercise their right to freedom of expression, access to information and freedom of press. It works on behalf of freedom of expression wherever it is threatened. This work includes monitoring, research, publishing, advocacy, campaigning, setting standards and litigation; Advise on the development of legislation to protect freedom of expression and freedom of information in countries emerging from conflict, war and genocide; Campaign to safeguard pluralism, independence and diversity of views in the media; champion freedom of expression, including freedom of information, as a fundamental human right that is central to the protection of other rights and advocate for freedom of information legislation to ensure transparency and to strengthen citizens' participation. The organization has offices in Bangladesh, Brazil, Kenya, Mexico, Tunisia, Senegal and the UK, and in collaboration with 90 partners worldwide. In Kenya it's located in Nairobi county, Nairobi city on Lenana road, ACS Plaza building.

### **3.3 Research Design**

The study used a descriptive research design in collecting data from the respondents on the relationship between human resource policies and employees' job satisfaction in the Non-Governmental Organization sector. The descriptive research design is preferred

because it ensures complete description of the situation, making sure that there is minimum bias in the collection of data (Kothari, 2003).

### **3.4 Unit of Analysis and Units of Observation**

The unit of analysis was drawn from the relationship between human resource policies and employee job satisfaction in a local NGO. This consisted of managers, human resource staff and general staff drawn from Article 19 regional staff.

### **3.5 Target Population**

The target population was drawn from Article 19 Kenya head offices located in Nairobi County and consists of two (2) managers, three (3) Human Resource staff and twenty eight (28) general/ regional staff as indicated by the population frame provided shown on table 3.1 below.

**Table: 3. 1 Target population**

<b>Study Units</b>	<b>Frequency</b>	<b>Proportional Percentage</b>
Management	2	6.0
Human Resource Officers	3	9.0
General/regional Staff	28	84.8
<b>Totals</b>	<b>33</b>	<b>100</b>

### **3.6 Sample Size and Sampling Procedure**

Owing to the fact that the target population was small, the study undertook a census survey of the entire population of thirty three (33) respondents as a sample. These sample size consisted of management staff, human resource department staff and general staff within the region as shown on table 3.2

**Table: 3. 2 Sample Size**

<b>Study Units</b>	<b>Target Population</b>
Management	2
Human Resource Officers	3
General Staff	28
<b>Totals</b>	<b>33</b>

### **3.7 Data Collection Methods**

#### **3.7.1 Collection of Quantitative Data**

Quantitative data was collected from all the employees using questionnaires which were closed-ended questions. Questionnaires were preferred because they are convenient as respondents could fill them during their free times and quicker to administer. The questionnaire contained demographic factors in the initial part, while the main body of the questionnaire focused on the study variables (reward, promotion, training, development and career progression).

To ensure the reliability of the research instrument a pilot study was conducted in order to ascertain and detect any ambiguities, questions that were not be easily interpreted or poorly constructed and even those that were irrelevant. The questionnaires were tested on 3 respondents who were selected randomly from the target population and did not make up the final study sample. The results of the pilot test were analyzed using cronbach alpha with a set lower limit of acceptability of Cronbach alpha of 0.7.

The researcher administered questionnaires to the sample respondents using drop and pick method. Hence the researcher dropped the questionnaires at the respondents' workplace and in cases where the specific respondents were not available, the questionnaire were left at the work place with a request that it be handed over to the respondent. An introductory letter from the university accompanied the questionnaires.

The purpose of the letter was to clarify the academic purpose of the research and that they would not experience negative effects when contributing to the research.

### **3.7.2. Collection of Qualitative Data**

The study used key informant interview guide to collect qualitative data from the two most senior staff who included the director and deputy director. Hence the researcher scheduled appointments with the respondents at a place and time convenient to them. Interviewing was considered appropriate for this study because it allowed the interviewer the opportunity to clarify and probe some questions and gain deeper understanding on how human resource policies affect job satisfaction.

### **3.8 Ethical Considerations**

Prior informed consent was obtained for the study from the respondents to participate in the study. Permission was sought through a letter from the university to the management of Article 19 Kenya to undertake the research study. All respondents were assured of their confidentiality in the information shared.

### **3.9 Data Analysis and Presentation**

Data collected was chronologically arranged with respect to the questionnaire outline to ensure that the correct code was entered for the correct variable. Data cleaning was then carried out. With the aid of Statistical Package for Social Sciences (SPSS 21.0) the data was analyzed using descriptive statistics in form of frequencies, percentages and means.

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### 4.1 Introduction

This chapter presents data analysis on the relationship between human resource policies and employees job satisfaction in local non-governmental organization in Kenya. In doing this, social and demographic characteristics of employees will be shown before addressing the objectives of the study.

### 4.2 Response Rate.

Tables 4.1 below indicates the response rate of the study respondents. Result show that out of the 33 issued questionnaires, 31 questionnaires (representing 93.9% of the total questionnaires distributed) were returned fully completed, while 2 questionnaires were not returned (representing 6.1% of the total questionnaires distributed to the respondents). It can be inferred that the response rate was good. According to Mugenda and Mugenda (2003) a response rate of 70% and over is excellent for analysis and reporting on the opinion of the entire population.

**Table 4.1: Response Rate**

Type of Response	Frequency	percentage%
Filled in questionnaires that were returned	31	93.9
Questionnaires not returned	2	6.1
<b>Total</b>	<b>33</b>	<b>100.0</b>

### 4.3. Social and Demographic Characteristics

This section highlights gender distribution, age distribution and level of education of the study respondents.

### 4.3.1 Gender Distribution

Table 4.2 below shows the gender characteristics of the respondents. Based on the study majority, (51.6%) of the respondents were males, while the minorities (48.4%) of the respondents were female. The results show that both gender was fairly represented in the study

**Table 4.2 Distribution of respondents by gender**

Gender	Frequency	Percent
Male	16	51.6
Female	15	48.4
<b>Total</b>	<b>31</b>	<b>100.00</b>

### 4.3.2 Age Distribution

Table 4.3 below shows the age category of the respondents. According to the results of the study, the respondents were between the age of 31- 40, while the least number of respondents were of the ages of between 51 and above. From the study results it can be concluded that the respondents of all ages were fairly distributed within the sample population.

**Table 4.3 Age of Respondents**

Age	Frequency	Percent
20 – 30	3	9.7
31-40	14	45.2
41-50	12	38.7
51 and above	2	6.5
<b>Total</b>	<b>31</b>	<b>100.00</b>

### 4.3.3 Level of Education

Table 4.4 below shows the highest level of education of the respondents. Based on the study result, the respondents indicated that the highest level of education was first degree.

From the study findings it can be concluded that most of the respondents could be able to understand and participate effectively in the study

**Table 4.4 Distribution by Levels of Education**

Level of Education	Frequency	Percent
Certificate	4	12.9
Diploma level	7	22.6
First Degree level	10	32.3
Masters degree level	8	25.8
Doctorate degree level	1	3.2
Other	1	3.2
<b>Total</b>	<b>31</b>	<b>100.00</b>

#### 4.3.5 Duration of Employment

Table 4.5 below shows the duration of employment of the respondents and according to the study, majority (54.8%) of the respondents indicated that they had worked in the organization for a period of between 1-4 years. From the findings it can be deduced that majority of the respondents have adequate knowledge of the organization human resource policies to give considered answers to the research questions.

**Table 4.5 Duration of Employment**

Duration of Employment	Frequency	Percent
1-4 yrs	17	54.8
5-9 yrs	11	35.5
10-19 yrs	3	9.7
<b>Total</b>	<b>31</b>	<b>100.00</b>

### 4.3.6 Employment Categories

Table 4.6 below shows the employment categories of the respondents. Results of the study indicate that 83.8% acknowledged that they were general staff. The rest were managers and HR staff who comprised of 16.2%.

**Table 4.6 Categories of employees**

Designation of Respondents	Frequency	Percent
Manager	2	6.5
HR Staff	3	9.7
General Staff	26	83.8
<b>Total</b>	<b>31</b>	<b>100.00</b>

### 4.4 Employees' Job Satisfaction

Based on the rating scale of 1-5, where 1- Strongly Disagree (SD), 2- Disagree (D), 3.Neutral(N), 4 Agree (A) and 5-Strongly Agree (SA) the study on table 4.7 below sought to establish the indicators of employees' job satisfaction. According to the study analysis on table 4.7 below, most of the respondents indicated that employees' satisfaction can be measured by: their commitment to organization objectives and can be retained on the organization for a longer period; (45.8% and Mean =2.29), their performance (44.2% and Mean=2.26), their productivity (45.2% and Mean=2.34), their absenteeism; (38.7% and Mean=2.37) and finally, by their turnover (58.1% and Mean=2.46).

From the results of the study it can be concluded that employee job satisfaction is indicated by their commitment and retention, their performance; productivity; absenteeism and turnover. These study findings enrich the views of Memon, (2010) who noted that job satisfaction is illustrated by increased efficiency, motivation of workers and stimulation of employee performance.

**Table 4.7 Indicators of Employees' Job Satisfaction**

Indicators of job Satisfaction		Strength of Agreement					Total	Mean
		SD	D	N	A	SA		
Employees' satisfaction can be measured by their commitment to organization objectives	F	2	4	3	8	14	31	2.29
	%	5.8	13.3	9.2	25.8	45.8	100.0	
Employees' satisfaction can be measured by their performance	F	4	3	2	13	9	31	2.26
	%	10.0	9.2	5.8	44.2	30.8	100.0	
Employees' satisfaction can be measured by their productivity	F	2	2	3	14	10	31	2.34
	%	6.5	6.5	9.7	45.2	32.2	100.0	
Employees' satisfaction can be measured by their absenteeism	F	3	2	5	12	9	31	2.37
	%	9.7	6.5	16.1	38.7	29.0	100.0	
Employees' satisfaction can be measured by their turnover	F	18	1	3	6	18	31	2.46
	%	9.7	3.2	9.7	19.4	58.1	100.0	

#### **4.5 Influence of Human Resources Policies**

The study sought to establish whether human resources policies, influence employees Job satisfaction. As shown in the table 4.8 that majority of the respondents (74.2%) agreed that human resources policies influences employee Job satisfaction, while (25.8%) of the respondents stated that human resources policies do not influence employees' Job satisfaction.

According to the findings of the study, it can be deduced that human resource policies affect employees' job satisfaction. The findings are in line with those of Jeet and Sayeeduzzafar (2014) who established that a well-organized and appropriate human

resource policy increases job satisfaction and hard work among employees within an organization.

**Table 4.8 Response on whether Human Resources Policies influence employees' Job satisfaction**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	23	74.2
No	8	25.8
<b>Total</b>	<b>31</b>	<b>100.00</b>

#### **4.5.1 Reward Policy**

A reward policy is a basic element which indicates how much employees gain by dedicating their time and effort towards the achievements of company objectives. It spells out the monetary and non-monetary benefits of employees as a compensation for their dedicated efforts hence is expected to influence employees' job satisfaction. Thus the results shown on table 4.9 consider the extent to which some aspects of reward policy affect employee Job satisfaction.

Results of the study shows that, most of the respondents concurred that: a well-designed reward policy can be used as a tool for attracting, motivating, and retaining employees within an organizational (35.8% and Mean=4.09); a reward policy is designed in form of scales, whereby employees are rewarded on the basis of their qualifications (35.0% and Mean=3.41); employees are rewarded on the basis of work experience and particular contributions towards the organization (41.9% and Mean=3.87); employees are rewarded on the basis of merit they get motivate to work hard so that they can gain from such rewards that are attached to good performance (32.3%and Mean=4.25); most organizations clearly define policies on employee compensation and benefits by stating what employees are entitled to in terms of compensation and benefits (45.2% and Mean=3.56); using intrinsic rewards to increase employee commitment and retention is

achievable in all organizations; (41.9% and Mean=4.29); for employers to know the value employees place in their reward systems and to formulate strategies that address equitable and adequate reward for their employees (40.0% and Mean=4.11); increasing diversity of the workforce, she states, suggests the need for more creative approaches to tailoring the right rewards to the right people (38.7%=4.34); and finally companies need to provide attractive and equitable pay (41.7% and Mean= 3.47).

From the study it can be concluded that a well-designed reward policy is used as a tool for attracting, motivating, and retaining employees by the organization hence the organizations reward policies clearly state what employees are entitled to in terms of compensation and benefits on meeting certain requirements. The study findings reveal the views of Shoaib, Noor, Tirmizi and Bashir (2009), who observed that employee rewards policies are very important since they have lasting impression on the employee and continue to substantiate the employees' perception of their value to the organizations they work for.

In addition through interview guide information , it can be deduced that the organization reward policy has facilitated the design of reward scales, making it easier to reward employees on established criteria such as employees' qualifications, work experience, unique contributions , job performance and merit. This motivates them and enhance their performance. These results of the study add to the views of Edirisooriya (2014) who observed that a reward policy can be detrimental to an organization if it is unfairly designed. This is because it will act as a demoralizing tool that affects employee job satisfaction thus lowering organizational productivity. According to the results, it can be further concluded that organization reward policy has facilitated the use of both extrinsic and intrinsic rewards and at the same time promoted attractive, equitable and adequate reward for the employees and this has increased employees' commitment and retention. The study findings concur with the arguments of Sutherland (2004) that reward systems ought to be a significant sphere of innovation for employers and must consist of

pay and recognition programs which are an important component of an employee retention plan.

**Table 4.9 Effect of Reward Policy**

Aspects of Reward Policy		Strength of Agreement					Total	Mean
		SD	D	N	A	SA		
Reward is used as a tool for attracting, motivating, and retaining employees	F	2	6	1	10	11	31	4.09
	%	7.6	20.0	5.0	31.7	35.8	100.0	
Reward policy is designed in form of scale	F	4	5	2	11	9	31	3.41
	%	15.8	16.7	5.0	35.0	27.5	100.0	
Employees are rewarded on the basis of work experience	F	1	6	2	13	9	31	3.87
	%	3.2	19.4	6.5	41.9	29.0	100.0	
Employees are motivated to work hard because they are rewarded on merit	F	3	6	4	10	8	31	4.25
	%	9.7	19.4	12.9	32.3	25.8	100.0	
The organization has clearly defined policies on employee compensation	F	4	4	3	14	6	31	3.56
	%	12.9	12.9	9.7	45.2	19.4	100.0	
The organization uses intrinsic rewards to increase employee commitment	F	2	5	4	7	13	31	4.29
	%	6.5	16.1	12.9	22.6	41.9	100.0	
Management knows the value employees place on their reward systems	F	6	6	1	12	6	31	4.11
	%	20.0	17.7	3.3	40.0	20.0	100.0	
The increasing diversity of the workforce, states, suggests the need for more creative approaches	F	4	1	4	12	10	31	4.34
	%	12.9	3.2	12.9	38.7	32.3	100.0	
Companies need to provide attractive and equitable pay	F	7	5	1	5	13	31	3.47
	%	20.8	16.7	3.3	16.7	41.7	100.0	

Results shown on table 4.10 below indicate that majority of the respondents (77.4%) agreed that reward policies affect employees' job satisfaction, while 22.6% indicated that reward policies do not affect employee job satisfaction.

From the study results it can be concluded that employee rewards are very important since they have lasting impression on the employee and continue to substantiate the employees' perception of their value to the organizations and this enhances their satisfaction.

**Table 4.10 Influence of Reward Policies**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	24	77.4
No	7	22.6
<b>Total</b>	<b>31</b>	<b>100.0</b>

#### **4.5.2 Promotion Policy**

Promotion policy defines the procedures in which an organization can elevate or change employees from their current positions to higher positions of service within an organization. This policy aims at rewarding employees for their past performances and encouraging them to continue their effort toward the growth and development of the organization and this is expected to influence job satisfaction of employees in the organization. Thus the data analysis shown on table 4.11 below sought to establish whether promotion policy affects employee job satisfaction.

According to the findings 4.11 below, most of the respondents indicated that: Promotion policy recommends the reward of employees for their past performances and encourages them to perform better in future (43.3% and Mean=3.48); Promotion policy is based on qualifications and the principle of merit with clear career opportunities (54.8% and Mean=3.96); Promotion policy enhances employees movement to a position of

greater responsibility (35.8% and Mean=3.54); Promotion policy ensures that there is a significant increase in the salary of an employee as well as in the span of authority and control (51.6% and Mean=4.77); Promotion policy facilitates the rewarding of employees for meeting the organizational goals (40.0% and Mean=3.65); Promotional policy synchronizes organizational goals with employees personal goals to enhance performance; (38.3% and Mean=4.24); The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees (51.6%=4.17); Promotion policy facilitates employees to attain goals at a higher level (42.5% and Mean=3.53); Promotion policy ensures that the organizations has sufficient scope for promotion so as to foster job satisfaction among employees (48.4% and Mean=4.05); and finally Promotional policy ensures fair and adequate promotional chances according to employee's ability and skills making employee more loyal to their work (46.0% and Mean=3.93).

According to the findings, it can be deduced that the organization promotion policy clearly delineates the reward to be offered to employees for their past performances, qualifications to be attained for promotion, basis of merit promotion and the available career opportunities in the organization. That it ensures that the organization has sufficient scope for promotion, accords fair and adequate promotional chances to each employee according to employee's ability and skills so as to foster their job satisfaction among employees. These findings are in line with the views of Muhammad and Akhter (2010) that a promotion policy based on qualifications and the principle of merit with clear career opportunities and the prospect of accessing higher positions with greater responsibility is a prerequisite for an attractive career development system.

In addition, it can be further concluded that the organization promotion policy enhances employees' movement to a position of greater responsibility as well as the span of authority and control, ensures that there is a significant increase in the salary of an employee to match the increased responsibilities and for meeting the organizational goals. The study findings agree with the findings of Naveed, et.al (2011) who established

that employee promotion to the next level will result in positive changes such as pay, autonomy and supervision which will have a stronger impact on job satisfaction. In accordance with the results of the study it can be acknowledged that the organization promotional policy synchronizes organizational goals with employees' personal goals so as to facilitate employees to attain performance goals at a higher level. The study results add to the views of Danish and Usman (2010) who noted that career development is directly linked to the satisfaction of employee in a way that employees feel value from their supervisors and organization as their goals are being focused and achieved, they get recognition because along with their own goals organizational goals are also being satisfied

**Table 4.11 Extent to which employees agree that some aspects of Promotion Policy affect job satisfaction**

Aspects of Promotion Policy		Strength of Agreement					Total	Mean
		SD	D	N	A	SA		
Promotion policy is used as a basis of rewarding of employees	F	7	4	2	5	13	31	3.48
	%	21.7	11.7	7.5	15.8	43.3	100.0	
Promotion policy is based on qualifications	F	3	1	2	17	8	31	3.96
	%	9.7	3.2	6.5	54.8	25.8	100.0	
Promotion policy enhances employees career movement	F	7	5	2	6	11	31	3.54
	%	22.5	16.7	5.0	20.0	35.8	100.0	
Promotion policy ensures that there is a progressive increase in the salary of an employee	F	3	1	2	16	9	31	4.77
	%	9.7	3.2	6.5	51.6	29.0	100.0	

Promotion policy facilitate the rewarding of performing employees	<b>F</b>	5	5	2	7	12	31	3.65
	<b>%</b>	15.0	16.7	5.8	22.5	40.0	100.0	
Promotional policy synchronizes organizational goals	<b>F</b>	5	6	1	12	7	31	4.24
	<b>%</b>	19.2	20.0	0.8	38.3	21.7	100.0	
Employee perceive equity in promotions	<b>F</b>	1	1	4	9	16	31	4.17
	<b>%</b>	3.2	3.2	9.7	32.3	51.6	100.0	
Promotion policy facilitates employees to attain goals at a higher level	<b>F</b>	6	4	2	6	13	31	3.53
	<b>%</b>	21.7	12.5	5.0	18.3	42.5	100.0	
Promotion policy ensures that the organizations has sufficient scope for promotion	<b>F</b>	1	2	2	15	11	31	4.05
	<b>%</b>	3.2	6.5	6.5	48.4	35.5	100.0	
Promotional policy ensures fair and adequate promotional opportunities	<b>F</b>	2	1	1	12	14	31	3.93
	<b>%</b>	7.5	3.2	3.4	43.3	46.0	100.0	

According to results, majority of the respondents (80.6%) acknowledged that promotion policy affects employees' job satisfaction; while 9.7% of the respondents indicated that promotion policy does not affect employees' job satisfaction. From study findings it can be concluded that promotion policy does affect employees' job satisfaction. The results of the study support Danish and Usman, (2010) study that found a positive significant relationship between opportunities for promotion and job satisfaction as shown in table 4.12 below.

**Table 4.12 Effect of Promotion Policy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	29	80.6
No	3	9.7
<b>Total</b>	<b>31</b>	<b>100.00</b>

### **4.5.3 Training and Development Policy**

Training and development is any attempt to improve current or future employee performance by increasing employee ability to perform through learning ; development of intellectual capacity through building employees competencies and optimizing their contribution towards the organization and this is expected to influence their job satisfaction. Therefore Table 4.13 below captures whether training and development policy affects employees' job satisfaction.

Results on table 4.13 below capture the average majority of the respondents agree that; Training and development policy: Facilitates employees to obtain relevant skills needed in their job performance (45.0% and Mean=4.51), ensures that employees are given fair and adequate chances for training and development opportunities (45.8% and Mean=3.70); ensures that the organization develops through building employees competencies and optimizing their contribution towards the organization (62.1% and Mean=); facilitates the organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions of service (48.7% and Mean=3=97); enables the organization employees to make use of advanced technology and to adapt easily to changing working environment; (54.8% and Mean=4.31); promotes employees training and development and enhances their chances of meeting their personal and organizational objectives (36.6% and Mean= 4.23), promotes high levels of training and development, offered in form scholarships, seminars and workshops indicating that the organization values employee's skills development (31.0% and Mean=3.83) ,creates a sense of progression and purpose that leads to organizational commitment; (33.8% and Mean=3.57),

enhances positive impact on employees productivity, which results in higher level of customer and employee satisfaction (38.0% and Mean=4.33), ensures that there is large skill base and facilitates the development of high level of competence (32.4% and Mean=4.25) , training and development policy helps in developing climate for learning which not only aids in training to flourish but also supports self-managed learning practices like coaching and mentoring (45.2% and Mean=3.73) and training and development policy ensures that employees are given fair and adequate chances ( 45.8% and Mean =4.18)

From the study it can be concluded that training and development policy has facilitated employees to obtain relevant skills needed to enhance their job performance, which ensure that employees are given fair and adequate opportunities for training and development, the organization builds employees competencies so as to optimize their contribution towards the organization, facilitates the organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions of service, enables the organization employees to make use of advanced technology and to adapt easily to changing working environment, enhances their chances of meeting their personal and organizational objectives. These findings concur with the views of Wood (2004) who supported the sentiments that offering employees training to keep them current on their job functions and allowing them to learn new skills can be utilized to improve satisfaction with the organization.

Further to the study results it can also be deduced that training and development policy promote high levels of training and development, offered through seminars and workshops, Training and development policy creates a sense of progression and purpose that leads to organizational commitment. It also enhances positive impact on employees productivity, which results in higher level of customer and employee satisfaction, that there is large skill base and facilitates the development of high level of competence, helps in developing climate for learning which not only aids in training to flourish but also supports self-managed learning practices like coaching and mentoring. The study findings enriches the study of Linz (2003) who established that workers

reporting high levels of job satisfaction tend to be those who have a high expectation of receiving intrinsic job characteristic, by developing additional skills, learning new things, accomplishing something worthwhile and all this is possible to achieve through training and development.

**Table: 4.14. Extent to which respondents agree that some aspects of training and development influence job satisfaction**

Aspects of Training and Development Policy		Strength of Agreement					Total	Mean
		SD	D	N	A	SA		
Training and development policy facilitates employees to obtain relevant skills	F	2	2	1	14	12	31	4.51
	%	6.7	5.2	3.3	45.0	39.8	100.0	
Training and Development policy ensures that the organization develops	F	2	1	1	18	9	31	3.70
	%	5.4	4.0	0.7	62.1	27.8	100.0	
Training and developing policy facilitates the organization to create a pool of qualified replacements	F	2	1	1	12	15	31	3.97
	%	5.8	3.3	1.3	40.8	48.7	100.0	
Training and development policy enables the organization employees to make use of advanced technology	F	1	1	2	17	10	31	4.31
	%	3.2	3.2	6.5	54.8	32.3	100.0	

Training and development policy promote employees skill and knowledge acquisition	<b>F</b>	2	3	6	9	11	31	4.23
	<b>%</b>	7.0	8.5	18.3	29.6	36.6	100.0	
Training and Development policy promote high levels of training and development	<b>F</b>	2	2	8	9	10	31	3.83
	<b>%</b>	6.3	6.3	25.4	28.2	31.0	100.0	
Training and development policy creates a sense of progression	<b>F</b>	3	5	4	9	10	31	3.57
	<b>%</b>	7.0	16.9	11.3	31.0	33.8	100.0	
Training and development policy enhance positive impact on employees productivity	<b>F</b>	1	4	6	12	8	31	4.33
	<b>%</b>	4.2	11.3	18.3	38.0	28.2	100.0	
Training and development policy ensure that there is large skill base	<b>F</b>	3	6	5	7	10	31	4.25
	<b>%</b>	9.9	19.7	14.1	23.9	32.4	100.0	
Training and development policy helps in developing conducive climate for learning	<b>F</b>	2	1	3	14	11	31	3.73
	<b>%</b>	6.5	3.2	9.7	45.2	35.5	100.0	
Training and development policy ensures that employees are given fair and adequate chances	<b>F</b>	2	2	1	12	14	31	4.18
	<b>%</b>	7.5	5.0	1.7	40.0	45.8	100.0	

Results captured on table 4.15 below, shows that majority of the respondents, (83.9%) acknowledged that training and development policies do affect employee job satisfaction, while 16.1% of the respondents indicated that training and development policy does not

affect employee job satisfaction. According to the results of the study, training and development policy does not affect employee job satisfaction. The findings disagree with Herzberg (1968) assertion that training is not a hygiene factor thus training may not be a primary cause of employee satisfaction but supports Rowold (2008) study which established that training was specifically designed to accomplish an explicit goal: enhanced job satisfaction; likewise it concurs with Khan, et.al (2011) study that indicated the outcome of training and development as improved productivity, employee satisfaction and reduced turnover

**Table 4.15 Effect of Training and Development Policy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	26	83.9
No	5	16.1
<b>Total</b>	<b>31</b>	<b>100.00</b>

#### **4.5.4 Health and Safety Policy**

Occupational health and safety enhances the physical, mental and social well -being of workers, and supports the development and maintenance of their working capacity, as well as professionalism and social development at work. This implies that there is a linkage between job satisfaction and organisational health and safety climate. Hence the study shown on table 4.16 below considers the extent to which health and safety policy affects employee job satisfaction.

Based on table 4.16 below, majority of the respondents concurred that health and safety policy: facilitates management to establish activities, processes, or procedural strategies to protect and promote the health and safety of workers (40.8% and Mean=4.19); supports the development and maintenance of employees working capacity (42.3% and Mean=4.34); entrenches meaningful organisational and social organisational values, norms, beliefs, practices and procedures at the workplace (41.9% and Mean=4.14);

ensures safe working environment by establishing practices and process that are important to employees health and safety (32.4% and Mean=3.47); ensures continued healthy and safe climate which positively motivates employees (43.7% and Mean=3.69); are highly promoted hence employees feel valued because they are kept from danger at work; (35.2% and Mean=4.21); good occupational health and safety management practices and policies have built a positive workplace culture which have enhanced employees performance (39.4% and Mean=4.03); positive occupational health and safety polices have promoted safer working practices , impacting employees positively (48.4% and Mean=3.55); are swiftly investigated and remedial actions taken and this enhance employees job satisfaction (38.7% and Mean 3.61); create autonomous employees teams responsible for workplace inspections whose recommendations are effectively implemented leading to employees job satisfaction (58.4% and Mean=4.44); and finally the perceived level of support provided by the organisation health and safety policies are important for safe working environment which in turn affect employees job satisfaction (38.0% and Mean=4.12).

According to the results of the study it can be deduced that health and safety policy has facilitated management to establish safe practices, activities, processes, or procedural strategies to protect and promote the health and safety of employees, which positively motivates employees. The study findings are in line with the observation of Hudson (2012) who noted that occupational health and safety management practices help to build a positive workplace culture and this enhance performance of all employees. The study revealed that health and safety policy has supported the development and maintenance of employees working capacity, entrenched meaningful organizational and social values, norms and beliefs, at the workplace. These study findings enriches the findings of Ward et.al. (2008) who found that an indication of positive management of occupational health and safety system results in safer working practices that have positive impact on employee outcomes as employees will feel that management 'cares' for them.

From the study findings it can be further concluded that positive occupational health and safety policies have promoted safer working practices hence have built a positive workplace culture impacting employees positively and making employees feel valued because they are kept from danger at work. These findings add to the views of Memon, Panhwar and Rohra (2010) that in organizations where health and safety policies are highly promoted, employees feel valued because they are kept from danger at work. This provides opportunities for employees to perform very well on the job to achieve organizational success. It can also be concluded that health and safety policies have facilitated the creation of autonomous employees' teams responsible for workplace inspections whose recommendations are effectively implemented, while health and safety complaints are also swiftly investigated and remedial actions taken and this enhances employees' job satisfaction. The study findings concur with Boyens (2007) that organizational behavior affecting organizational safety climate influences the extent to which workers perceive their organizations as being supportive, concerned and caring about their general well-being and satisfaction.

**Table 4.16 Extent to which health and safety policy affects employee job satisfaction**

Aspects of Health and Safety Policy		Strength of Agreement					Total	Mean
		SD	D	N	A	SA		
Health and Safety Policy has facilitated management to establish activities, of workers	<b>F</b>	2	3	5	8	13	31	4.19
	<b>%</b>	7.0	9.8	15.5	26.8	40.8	100.0	
Health and Safety Policy has supported the development and maintenance of employees working capacity	<b>F</b>	4	4	3	13	7	31	4.34
	<b>%</b>	11.3	14.1	8.4	42.3	23.9	100.0	
Health and safety policy	<b>F</b>	1	6	2	13	9	31	4.14

has entrenched meaningful organisational and social organisational values	%	3.2	19.4	6.5	41.9	29.0	100.0	
Health and safety policy has ensured safe working environment	<b>F</b>	7	3	4	10	7	31	3.47
	%	21.1	11.3	12.7	32.4	22.1	100.0	
Health and safety policy has ensured continued healthy	<b>F</b>	5	5	1	7	13	31	3.69
	%	15.5	15.5	2.8	22.5	43.7	100.0	
Health and safety policies are highly promoted	<b>F</b>	3	6	6	5	11	31	4.21
	%	8.5	18.3	18.3	19.7	35.2	100.0	
Good occupational health and safety management practices and policies have built a positive workplace	<b>F</b>	1	5	4	9	12	31	4.03
	%	2.8	15.5	12.7	29.5	39.4	100.0	
Positive occupational health and safety polices have promoted safer working practices	<b>F</b>	1	1	5	15	9	31	3.55
	%	3.2	3.2	16.1	48.4	29.0	100.0	
Health and safety complaints are swiftly investigated	<b>F</b>	1	4	4	12	10	31	3.61
	%	3.2	12.9	12.9	38.7	32.3	100.0	
Health and safety policies have created autonomous employees teams	<b>F</b>	2	1	1	10	17	31	4.44
	%	6.5	3.2	3.2	32.3	54.8	100.0	
The perceived level of support provided by the organisation health and safety policies are important	<b>F</b>	2	1	5	12	11	31	4.12
	%	7.0	2.8	15.5	38.0	36.6	100.0	

Results shown on table 4.17 below indicate that majority of the respondents represented by 80.6% agreed that health and safety policies affect employees' job satisfaction, while 19.4% indicated that employee job satisfaction isn't affected by health and safety policies. From the study it can be deduced that health and safety policies affect employees' job satisfaction hence this concurs with the observations of Hudson (2012) who viewed health and safety promotion at the workplace as having direct positive impact on employees' job satisfaction and performance.

**Table 4.17 Influence of Health and Safety Policy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	25	80.6
No	6	19.4
<b>Total</b>	<b>31</b>	<b>100.00</b>

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The purpose of this chapter is to present summary, draw conclusions and make recommendations based on the stated study objectives .The overall aim of the study was to establish the relationship between human resource policies and employees job satisfaction in local non-governmental organization in Kenya with particular reference to Article 19 Kenya.

### **5.2 Summary of the Findings**

The study established that human resources policies influence employees' Job satisfaction as evidenced by the majority (74.2) of the respondents who were in agreement that human resources policies influences employee Job satisfaction. The study findings established that employees' satisfaction can be measured by their commitment to organization objectives, their performance/productivity, their absenteeism and turnover.

The study findings revealed that reward policy affect employees' job satisfaction as indicated by the majority (77.4%) of the respondents who agreed that reward policies affect employees' job satisfaction. The study established that a well-designed reward policy can be used as a tool for attracting, motivating, and retaining employees by the organization hence the organizations reward policies clearly state what employees are entitled to in terms of compensation and benefits on meeting certain requirements. In addition the study found that the organization reward policy is has facilitated the design of reward scales, making it easier to reward employees on established criteria such as employees' qualifications, work experience, unique contributions , job performance and merit, this motivate them and enhance their performance The organization reward policy has facilitated the use of both extrinsic and intrinsic rewards and at the same time promoted attractive, equitable and adequate reward for the employees and this has increased employees commitment and retention.

The study found that promotion policy affect employees' job satisfaction as shown by the agreement of the majority (80.6%) of the respondents who acknowledged that promotion policy affects employees' job satisfaction. The study findings revealed that the organization promotion policy clearly delineates the reward to be offered to employees for their past performances, qualifications to be attained for promotion, basis of merit promotion and the available career opportunities in the organization. That it ensures that the organizations has sufficient scope for promotion, accords fair and adequate promotional chances to each employee according to employee's ability and skills so as to foster their job satisfaction among employees.

The study established that the organization promotion policy enhances employees' movement to a position of greater responsibility as well as the span of authority and control, ensures that there is a significant increase in the salary of an employee to match the increased responsibilities and for meeting the organizational goals. The results found that the organization promotional policy synchronizes organizational goals with employees' personal goals so as to facilitate employees to attain performance goals at a higher level.

The study established that training and development policy affect employees' job satisfaction as evidenced by majority (83.9%) of the respondents who acknowledged that training and development policies do affect employee job satisfaction. The study found that training and development policy has facilitated employees to obtain relevant skills needed in their job performance. Employees are given fair and adequate opportunities for training and development, the organization builds employees competencies so as to optimize their contribution towards the organization, facilitates the organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions of service, enables the organization employees to make use of advanced technology and to adapt easily to changing working environment, enhances their chances of meeting their personal and organizational objectives.

The study results revealed that training and development policy promote high levels of training and development, through seminars and workshops, Training and development policy creates a sense of progression and purpose that leads to organizational commitment. It also enhances positive impact on employees productivity, which results in higher level of customer and employee satisfaction, that there is large skill base and facilitates the development of high level of competence, helps in developing climate for learning which not only aids in training to flourish but also supports self-managed learning practices like coaching and mentoring.

The study established that the organisation health and safety policies are important for safe working environment which in turn affect employees' job satisfaction as shown by the majority (80.6%) of the respondents who agreed that health and safety policies affect employees' job satisfaction. The study found that health and safety policy has facilitated management to establish safe practices, activities, processes, or procedural strategies to protect and promote the health and safety of employees, which positively motivates employees. The study revealed that health and safety policy has supported the development and maintenance of employees' working capacity, entrenched meaningful organizational and social values, norms and beliefs, at the workplace.

The study also found that positive occupational health and safety policies have promoted safer working practices hence have built a positive workplace culture impacting employees positively and making employees feel valued because they are kept from danger at work. It also established that health and safety policies has facilitated the creation of autonomous employees teams responsible for workplace inspections whose recommendations are effectively implemented, while health and safety complaints are also swiftly investigated and remedial actions taken and this enhance employees job satisfaction.

### **5.3 Conclusion**

The organization has established proactive reward policies which have had positive effect on its employees' job satisfaction as they are used as a tool for attracting, motivating, and retaining employees. The organizations reward policies clearly state what employees are entitled to in terms of compensation and benefits on meeting certain requirements. Thus the organization reward policy has facilitated the design of reward scales, making it easier to reward employees on established criteria such as employees' qualifications, work experience, unique contributions, job performance and merit, this motivate them and enhance their performance. The organization reward policy has facilitated the use of both extrinsic and intrinsic rewards and at the same time promoted attractive, equitable and adequate reward for the employees and this has increased employees commitment and retention.

The organization promotion policy clearly delineates the reward to be offered to employees for their past performances, qualifications to be attained for promotion, basis of merit promotion and the available career opportunities in the organization. It ensures that the organizations has sufficient scope for promotion, accords fair and adequate promotional chances to each employee according to employee's ability and skills and this has fostered their job satisfaction. The organization promotion policy enhances employees' movement to a position of greater responsibility as well as the span of authority and control, ensures that there is a significant increase in the salary of an employee to match the increased responsibilities and for meeting the organizational goals. The organization promotional policy has synchronized organizational goals with employees' personal goals and this has facilitate employees to be motivated and in return to attain high performance levels.

Training and development policy has facilitated employees to obtain relevant skills needed in their job performance and ensured that employees are given fair and adequate opportunities for training and development. the organization training and development policy enables employees to acquire and build relevant competencies so as to optimize

their contribution towards the organization; facilitates the organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions available in the organization; enables the organization employees to make use of advanced technology and to adapt easily to changing working environment.

The organization training and development policy has also promoted high levels of training and development, offered through seminars and workshops. It has created a sense of employees' career progression and purpose that leads to organizational commitment. The training and development policy has enabled the organization to have large skill base including high level of skill relevant competence; helped in the development of conducive climate for learning which not only aids in training uptake but also supports self-managed learning practices like coaching and mentoring.

The organization health and safety policy has facilitated management to establish safe practices, activities, procedures, processes to protect and promote the health and safety of employees, which has positively motivated them. It has also supported the development and maintenance of employees' working capacity, entrenched meaningful organizational and social values, norms and beliefs, at the workplace. It has also facilitated the creation of autonomous employees' teams responsible for workplace inspections whose recommendations are effectively implemented, while health and safety complaints are also swiftly investigated and remedial actions taken and this has enhanced employees' job satisfaction. The occupational health and safety policies have indeed promoted safer working practices hence have built a positive workplace culture impacting employees positively and making employees feel valued because they are kept from danger at work.

#### **5.4 Recommendations for Policy**

The following policy actions are recommended:

- 5.4.1 It is important for employers to know the value employees place in their reward systems and to formulate strategies that address equitable and adequate reward for their employees.

- 5.4.2 Managers ought to design attractive reward policies and strategies which are clearly understood by employees and embedded in the organization's culture so as to ensure productive employees remain.
- 5.4.3 Need to offer fair and adequate promotional opportunities to employee so as to maximize employee job satisfaction and efficiency in work performance employee's perceived lack of incentives to learn posed a challenge in motivating and retaining employees while it threatened satisfaction of employees at work hence it is imperative for the organization to support employees in developing their careers.
- 5.4.4 In managing health and safety tasks, there is need for managers to add variety to an employee's existing tasks and their skills in health and safety management hence enabling them to participate in decision making.

### **5.5 Suggestion for Further Studies**

The study was limited in the examination of the human resource policies, which affect job satisfaction. It only focused on study, the influence of effects of reward policy, training and development, promotion policy and occupational health and safety policy on employees' satisfaction in Article 19. Hence there is need for future research to examine other factors other than the one focused on in this study. In order to validate the findings of this study, a cross-sectional study can be undertaken by future research additionally, the research approach of this study can be retested in international Non-governmental organization or humanitarian organizations so that the research findings can be generalized to other NGOs both local and international.

## REFERENCES

- Agwu, M.O., (2013). *Impact of fair reward system on employees' job performance in Nigerian Agip Oil Company Limited Port-Harcourt*, British Journal of Education, Society & Behavioural Science, 3(1): 47-64, 2013.
- Ahmad, M. Osman-Gani & Teng, H.C. (2009). Trends and challenges of developing human capital in Singapore: An analysis of current practice and future potentials. *Human Resource Development International*. 0: 0, 47-68].
- Appelbaum, S. H., (2001): "Human Resource Management", John Molson School of Business, Concordia University, Montreal
- Armstrong Michael & Murlis Helen (2007), *Reward Management*, A handbook of Remuneration strategy and Practice Revised, 5th ed, Kogan Page, London.
- Armstrong, M. & Murlis, H. (2007). *Reward Management: A handbook of remuneration strategy and practice*. Revised 5th Edition. Kogan Page Limited.
- Armstrong, M., (2009). *Handbook of Human Resource Management Practice (11th ed)*, Kogan Page, London, UK.
- Awang, Z., Ahmad, J. H., and Zin, N. M.,(2010): "Modelling Job Satisfaction and Work Commitment among Lecturers: A Case of UiTM Kelantan", Proceedings of the Regional
- Barbeito, C.L., (2004). *Human Resource Policies and Procedures for Non-Profit Organizations*, John Wiley & Sons Inc., New Jersey Conference on Statistical Sciences 2010 (RCSS'10), pp 241-255.
- Bohlander, G., Snell, S., & Sherman, A., (2001). *Managing Human Resources (12th ed)*. South - Western College Publishing, Thomson Learning, USA
- Boyens, M. (2007). Organizational socialization, career aspirations and turnover Intentions among design engineers. *Leadership and Organization Development Journal*, Emerald Group Publishing Limited, 26(6), 424-441
- Cappelli, P. (2008). *Talent on Demand: Managing Talent in an Age of Uncertainty*. Boston, MA: Harvard Business School Press.
- Carrell, M.R., Kuzmits, F.E., & Norbert, F.E., (1992). *Personnel Management/Human Resource Management (4th ed)*, © Macmillan Publishing Company, Inc., USA

- Chepkwony, C.C., (2014). The Relationship Between Rewards Systems And Job Satisfaction A Case Study At Teachers Service Commission-Kenya, *European Journal of Business and Social Sciences*, ISSN: 2235 -767X, Vol. 3, No.1, pp 59-70.
- Clegg, C. & Spencer, C. (2007). A circular and dynamic model of the process of job design. *Journal of Occupational and Organizational Psychology*. 80, 321-339.
- Danish, R.Q, & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management*, 5(2), 159-167.
- Edirisooriya, W.A., (2014). *Impact of Rewards on Employee Performance: With Special Reference to Electri Co.*, Proceedings of the 3rd International Conference on Management and Economics. ISBN 978-955-1507-30-5, pp. 311-318
- Garcia-Bernal J, Gargallo-Castel A Marzo-Navarro M and Rivera-Torres P (2005). Job satisfaction: empirical evidence of gender differences. *Women in Management Review*, 20, 279-288
- Gohari, P., Kamkar, A., Jafar, S., Hosseinipour, Zohoori, M., (2013). *Relationship between Rewards & Employee Performance: A Mediating Role of Job Satisfaction. Interdisciplinary Journal of Contemporary Research in Business*, Vol. 5, No. 3
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*, New York: John Wiley & Sons
- Herzberg, F., & Peterson, R.D., (1957). *Changing minds*, New York: John Wiley & Sons
- Herzberg, F., Mausner, B., & Snyderman, B. B., (1971). *The motivation to work*, New York: John Wiley & Sons
- Herzberg, F., (1968). *One more time, how do you motivate employees* New York: John Wiley & Sons

- Hochholdinger, S., Rowold, J., & Schaper, N. (2008). *Ansätze zur Trainings- und Transferevaluation*. In S. Hochholdinger, N. Schaper, & J. Rowold (Eds.), *Trainingsevaluation und Transfersicherung: Modelle, Methoden, Befunde* (pp. 30-52). Göttingen: Hogrefe.
- Hudson (2012). Transformational Leadership, Transactional Leadership, Locus of Control, and Support for Innovation: Key Predictors of Consolidated-business-unit Performance. *Journal of Applied Psychology*, 78, 891-902.
- Iqbal, H. K., Malik, M. A., and Ghafoor, M.M., (2013): “Impact of HR Practices on Job Satisfaction: An Empirical Evidence from corporate sector of Punjab- Pakistan”, *Interdisciplinary Journal Of Contemporary Research In Business* , June 2013 Vol 5, No 2 , pp 442-454.
- Iqbal, M. Z., Arif, M. I., and Abbas, F., (2011): “HRM Practices in Public and Private Universities of Pakistan: A Comparative Study”, *International Education Studies* Vol. 4, No. 4, pp 215-222
- Jain, Jabeen, Mishra & Gupta. (2007). Job satisfaction as related to organisational climate and occupational stress: A case study of Indian Oil. *International Review of Business Research Papers*, 3(5), 193-208.
- Jeet, V. & Sayeeduzzafar (2014). A Study of HRM Practices and its Impact on Employees job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank, *International Journal Global*
- Katou, A. A., (2008): “Measuring the impact of HRM on organizational performance”, *Journal of industrial engineering and management*, v1n2, pp 119-142.
- Kennedy, J., (2009). *The Impact of Training and Development on Job Performance: A Case Study of the Judicial Service of Ghana*, Master’s thesis, Kwame Nkrumah University of Science and Technology
- Khalid, S. & Irshad, M. Z. & Mahmood, B. (2011). Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan. *International Journal of Business and Management*, 7(1), 126-136.

- Khan, R.A.G., Khan, F.A., & Khan, M.A., (2011). *Impact of Training and Development on Organizational Performance*, Global Journal of Management and Business Research, ISSN: 0975-5853, Vol. 11, Issue 7, Version 1.0
- Kusku, F. (2003). Employee satisfaction in higher education: the case of academic and administrative staff in Turkey. *Career Dev. Int.* 8(7): 347-356.
- Kwenin, D.O., Muathe, S., & Nzulwa, R., (2013) The Influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana Limited, *European Journal of Business and Management*, ISSN 2222-1905, ISSN 2222- 2839, Vol.5, No.12.
- Lamba, S., and Choudhary, N., (2013): "Impact of HRM Practices on Organizational Commitment of Employees", *International Journal of Advancements in Research & Technology*, Volume 2, Issue4, pp 407-423.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Upper Saddle River, NJ: Prentice Hall.
- Luthans, F. (1998). *Organisational Behaviour*. 8th ed. Boston: Irwin McGraw-Hill.
- Majumder, T. H., (2012): "*Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh*", *International Review of Management and Marketing* Vol. 2, No. 1, 2012, pp.52-58
- Malaolu, V.A., & Ogbuabor, J.E., (2013). Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria: an Empirical Investigation, *International Journal of Advances in Management and Economics*, ISSN: 2278-3369 Vol.2, Issue 5, 163-177 163
- Mathis, R.L. and Jackson, J.H. (2004). *Human Resource Management.*, Thomson Asia Pte. Ltd., Singapore.
- Mejia, L.R.G. Balkin, D.B. & Cardy, R.L., (2001). *Managing Human Resource* (3rd ed). Prentice Hall, Upper Saddle River, New Jersey
- Mello, J.A. (2007). *Strategic Human Resource Management*. (2nd ed.), India: Cengage. South-Western

- Memon, S.B., Panhwar, A.I. & Rohra, L.C. (2010). Investigating the Mediating Role of Human Resource Policies in Employee Retention, *Australian Journal of Basic and Applied Sciences*, Vol. 4, No. 8, pp. 4046-4057.
- Mohamed E Ibrahim, Sabri Al Sejini and Omaima Abdul Aziz Al Qassimi (2004). Job satisfaction and performance of government employees in UAE. *Journal of Management Research*, 4(1) 1-11.
- Mugenda O.M. & Mugenda A.G. (2003). *Research Methods Quantitative and qualitative approaches*. Nairobi: Acts Press.
- Muhammad, N., & Akhter, M., (2010). *Supervision, Salary and Opportunities for Promotion as Related to Job Satisfaction*, ASA University Review, Vol. 4 No. 1, January–June, 2010
- Murphy, P.E. (1985) *Tourism: A community approach*. New York and London: Methuen.
- NCIP (National Commission on Indigenous Peoples) (2000) *Tribal Census as of 2000*. Puerto Princesa City, Philippines: NCIP Puerto Princesa City Field Office.
- Mustapha, N., & Zakaria, Z.C., (2013). *The Effect of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia*, International
- Nassazi, N., (2013). *Effects of Training on Employee Performance: Evidence from Uganda*, Dissertation, Vaasan Ammattikorkeakoulu University of Applied Sciences Journal of Academic Research in Business and Social Sciences, Vol. 3, No. 3 ISSN: 2222- 6990
- Naveed, A., Usman, A., & Fatima Bushra (2011). Promotion: A Predictor of Job Satisfaction A Study of Glass Industry of Lahore, *Pakistan, International Journal of Business and Social Science* Vol. 2 No. 16
- Owusu, T. (2012). Effects of Motivation on Employee Performance: A Case Study of Ghana Commercial Bank, Kumasi Zone. Master's thesis, Kwame Nkrumah University
- Padala, S.R., (2011): "Employees' Job Satisfactions and Organisational Commitment in Nagarjuna Fertilizers and Chemicals Limited, India", *Journal of Research in International Business and Management* Vol. 1(1) pp. 17-27.

- Parker, R.A., (2008). *Human Resource Handbook: A Guide to Effective Employee Management, Hardware*
- Perez, M. (2008). *Turnover Intent. A dissertation submitted to the Department of Strategies and Human Resource Management. University of Zurich.*
- Phillips, J. & Connell, A.O. (2008). *Managing Employee Retention: A Strategic Accountability Approach, Society for Human Resource Management. Butterworth Heinemann.*
- Piore, M.J., (1968). *Public and private responsibilities in on-the-job training of disadvantaged workers, Working Paper Department of Economics, Massachusetts Institute of Technology, 50 Memorial Drive Cambridge, Mass, 02139.*
- Qasim, S. Cheema, F.E.A., & Syed, N.A., (2012). *Exploring Factors Affecting Employees Job Satisfaction at Work, Journal of Management and Social Sciences, Vol. 8, No. 1, pp. 31-39 Foundation, Indiana*
- Ramia (2003). *Managing Nongovernmental Organizations: Culture, Power and Resistance, Vol 3, pp.45 Nottingham Dfes publication.*
- Rosen (1982). *An Introduction to Multicultural Counseling, pp 117 McGill Publication*
- Roelen, C., Koopmans, P., & Groothoff, J. C., Koopmans, P., & Groothoff, J. (2008). *Which work factors determine job satisfaction? Work, 30(4), 433-439.*
- Rowold (2000). *Relationship between leadership styles and followers: Journal of People Management.*
- Rosen (1992). *Research as engagement: A personal view. In G. Morgan (Ed.), Beyond Method: Strategies for Social Research, p. 11-42. Newbury Park, CA: Sage Publications.*
- Saleem, S. Majeed, S., Aziz, T., & Usman, M., (2013). *Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur, Journal of Emerging Issues in Economics, Finance and Banking, ISSN: 2306 367X, Vol.1, No.2,*
- Samuel, M.O. & Chipunza, C. (2009). *Employee Retention and Turnover: Using motivational variables as a panacea. African Journal of Business and Management, 3(8), September 2009.*

- Schechtman J.E. (2008). Designing for Knowledge Worker retention and Organizational performance: Journal of Management and Marketing Research.
- Schuler, R., (1995). *Managing Human Resources (5th ed)*. West publishing company, St. Paul, SanFrancisco
- Schuler, R., and Jackson, S., (1987): “*Linking competitive strategies with human resource management practices*”, Academy of Management Executive, Vol.1 , No.3, pp. 207-19.
- Scott, D. (2010). *The Impact of Rewards Programs on Employee Engagement*, World at work, Marcia Rhodes, North sight Blvd, Arizona USA
- Shan, (1998). “Taiwan's New Growth Pattern.” In Claude E. Barfield, ed., *Expanding U.S.-Asian Trade and Investment: New Challenges and Policy Options*. Washington, D.C.: American Enterprise Institute Press.
- Shelton, K., (2001). *The effects of employee development programs on job satisfaction and employee retention*, Master’s thesis, University of Wisconsin Stout
- Shoaib, M., Noor, A., Tirmizi, S.R. & Bashir, S. (2009). Determinants of Employee Retention in Telecom Sector in Pakistan. Proceedings 2nd CBRC, Lahore Pakistan
- Spector PE (1997). Job Satisfaction: Application, Assessment, Causes, and Consequences. Thousand Oaks, CA: Sage.
- Sutherland, W.J., Hill, D.A. eds (2004). *Managing Habitats for Conservation*, Cambridge University Press
- Terera, S.R., & Ngirande, H., (2014). The Impact of Rewards on Job Satisfaction and Employee Retention, *Mediterranean Journal of Social Sciences*, MCSER Publishing, Rome-Italy, EISSN 2039-2117, Vol. 5, No 1
- Tyilana, X 2005, „The Impact of Motivation on Job Satisfaction among Employees of a National Broadcaster“, *Dissertation Thesis of Master Degree, University of Johannesburg, South Africa*, viewed 20 November, 2013, <<http://elmurobbie.files.wordpress.com/2009/01/theimpactofmotivationonjobsatisfaction>>

- Tyilana, X.E., (2005). *The impact of Motivation on Job Satisfaction amongst employees of a National Broadcaster*, Unpublished Master's thesis, University of Johannesburg
- Van Saane, N., Sluiter, J., Verbeek, J., and Frings-Dresen, M. (2003) Reliability and validity of instruments measuring job satisfaction – a systematic review. *Occupational Medicine*, 53, 191-200.
- Wan, H., Sulaiman, M., & Omar, A. (2012). Procedural justice in promotion decision of managerial staff in Malaysia. *Asia*
- Ward(2008).*labour market Mobility in Nordic States survey*,pp 220
- Wood, S. (2004). *Fully on-the-job training Experiences and steps ahead*, NCVER Publishers. Australian National Training Authority, ISBN 1 920895 97 3
- Zainuddin Awang. (2010). Research Methodology for Business & Social Science. *University Publication Centre(UPENA)*, UiTM.
- Zulfqar, A. B., Sharif, B., Saeed, A., and Niazi, M.K., (2011): “Impact of human resource practices on employee perceived performance in banking sector of Pakistan”, *African Journal of Business Management* Vol. 6(1), pp. 323-332.

## LIST OF APPENDICES

### APPENDIX I: RESEARCH QUESTIONNAIRE

---

This questionnaire is divided into four parts. Part A will be used to obtain general information about the respondent. Part B will be used to obtain information on employees' satisfaction. Part C will be used to generate information on Reward policy. Part 3 has statements on Promotion policy on part 4 has statements on training and development policy, part 5 has statements on health and safety policy. NB: The information obtained will be strictly treated in confidence. Your assistance in completing this questionnaire will be highly appreciated.

. Please answer all the questions as best as you can.

**Please Tick as appropriate**

#### **PART 1: Social and Demographic Factors**

1. Age bracket of the respondent

(a) 20 – 30 [ ]

(b) 31-40 [ ]

(c) 41-50 [ ]

(d) 51 and above [ ]

2. Respondent Gender

a) Male    b) Female

3. Respondents level of Education

a) Certificate [ ]

b) Diploma level [ ]

c) First Degree level [ ]

c) Masters degree level [ ]

d) Doctorate degree level [ ]

f) Other professional qualifications (specify if applicable) .....

4. Years of service in the organization

a) 0-4 yrs [ ]

b) 5-9 yrs [ ]

c) 10-19 yrs [ ]

d) 20 +yrs [ ]

5. What is your position in the Organization?

Manager [ ] HR Staff [ ] General Staff

**PART 2: Employees' Job satisfaction**

Based on the rating scale of 1-5, where 1- strongly agree 2- Agree 3. Neutral, 4 Disagree and 5. Strongly disagree rate the following statements on the indicators of employees' job satisfaction

Statement	1	2	3	4	5
Employees satisfaction can be measured by their commitment to organization objectives and can be retained on the organization for a longer period					
Employees satisfaction can be measured by their performance					
Employees satisfaction can be measured by their productivity					
Employees satisfaction can be measured by their absenteeism					
Employees satisfaction can be measured by their turnover					

In your views do human resources policies affect influence employees Job satisfaction?

- a) Yes   b) No   c) Not Sure

Explain Your Answer above

.....

.....

### PART 3- Reward Policy

Using a scale of 1-5 (where 1-Strongly Agree, 2 –Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree) rate your agreement with the following statements relating to reward policy

	1	2	3	4	5
A well designed reward policy can be used as a tool for attracting, motivating, and retaining employees within an organizational					
Reward policy is designed in form of scales, whereby employees are rewarded on the basis of their qualifications					
Employees are rewarded on the basis of work experience and particular contributions towards the university					
Employees are rewarded on the basis of merit they get motivate to work hard so that they can gain from such rewards that are attached to good performance					
Most organizations clearly define policies on employee compensation and benefits by stating what employees are entitled to in terms of compensation and benefits					
Using intrinsic rewards to increase employee commitment and retention is achievable in all organizations					

For employers to know the value employees place in their reward systems and to formulate strategies that address equitable and adequate reward for their employees					
The increasing diversity of the workforce, she states, suggests the need for more creative approaches to tailoring the right rewards to the right people					
Companies need to provide attractive and equitable pay					

In your considered opinion does reward policy affect employees' job satisfaction?

- a) Yes   b) No   c) Not Sure

Explain Your Answer above

.....

.....

**PART 4- Promotion Policy**

Using a scale of 1-5 (where 1-Strongly Agree, 2 –Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree) rate your agreement with the following statements relating to promotion policy

Statements	1	2	3	4	5
Promotion policy recommends the reward of employees for their past performances and encourages them to perform better in future					

Promotion policy is based on qualifications and the principle of merit with clear career opportunities					
Promotion policy enhances employees movement to a position of greater responsibility					
Promotion policy ensures that there is a significant increase in the salary of an employee as well as in the span of authority and control					
Promotion policy facilitate the rewarding of employees for meeting the organizational goals and					
Promotional policy synchronizes organizational goals with employees personal goals to enhance performance					
The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees					
promotion policy facilitates employees to attain goals at a higher level					
Promotion policy ensures that the organizations has sufficient scope for promotion so as to foster job satisfaction among employees					
Promotional policy ensures fair and adequate promotional chances according to employee's ability and skills making employee more loyal to their work					

In your considered opinion does promotion policy affect employees' job satisfaction?

- a) Yes   b) No   c) Not Sure

Explain Your Answer above

.....

.....

**PART 5 – Training and Development Policy**

Based on the rating scale of 1-5, where 1- strongly agree 2- Agree 3.Neutral, 4 Disagree and 5. Strongly disagree rate the following statements on Training and Development Policy

<b>Statements</b>	1	2	3	4	5
Training and development policy facilitates employees to obtain relevant skills needed in their job performance					
Training and development policy ensures that are given fair and adequate chances for training and development opportunities					
Training and Development policy ensures that the organization develops their through building employees competencies and optimizing their contribution towards the organization					
Training and developing policy facilitates the organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions of service					

Training and development policy enables the organization employees to make use of advanced technology and to adapt easily to changing working environment					
Training and development policy promote employees training and development and enhances their chances of meeting their personal and organizational objectives.					
Training and Development policy promote high levels of training and development, offered in form scholarships, seminars and workshops indicating that the organization values employees skills development					
Training and development policy creates a sense of progression and purpose that leads to organizational commitment					
Training and development policy enhance positive impact on employees productivity, which results in higher level of customer and employee satisfaction					
Training and development policy ensure that there is large skill base and facilitates the development of high level of competence					
Training and development policy helps in developing climate for learning which not only aids in training to flourish but also supports self-managed learning practices like coaching and mentoring					

In your considered opinion does training and development policy affect employees' job satisfaction?

- a) Yes   b) No   c) Not Sure

Explain Your Answer above

.....

.....

**PART 6 –Health and Safety Policy**

Based on the rating scale of 1-5, where 1- strongly agree 2- Agree 3.Neutral, 4 Disagree and 5. Strongly disagree rate the following statements on health and safety Policy

Statements	1	2	3	4	5
Health and Safety Policy has facilitated management to establish activities, processes, or procedural strategies to protect and promote the health and safety of workers					
Health and Safety Policy has supported the development and maintenance of employees working capacity					
Health and safety policy has entrenched meaningful organisational and social organisational values, norms, beliefs, practices and procedures at the workplace					
Health and safety policy has ensured safe working environment by establishing practices and process that are important to employees health and safety					
Health and safety policy has ensured continued healthy and safe climate which positively motivates employees					

Health and safety policies are highly promoted hence employees feel valued because they are kept from danger at work					
Good occupational health and safety management practices and policies have built a positive workplace culture which have enhanced employees performance					
Positive occupational health and safety polices have promoted safer working practices , impacting employees positively					
Health and safety complaints are swiftly investigated and remedial actions taken and this enhance employees job satisfaction					
Health and safety policies have created autonomous employees teams responsible for workplace inspections whose recommendations are effectively implemented leading to employees job satisfaction					
The perceived level of support provided by the organisation health and safety policies are important for safe working environment which in turn affect employees job satisfaction					

In your considered opinion does health and safety policy affect employees' job satisfaction?

- a) Yes   b) No   c) Not Sure

Explain Your Answer above

.....

.....

**THANK YOU**

## APPENDIX II: KEY INFORMANT INTERVIEW GUIDE

---

Please note that your insightful answers are crucial to our efforts in examining the effects of human resource policies on employees' job satisfaction in NGOs

Thank you for your assistance

1) What is your position in the organization?

.....

2) What is your understanding of the relationship between human resources policies and employees' Performance?

.....

.....

3) What are the various human resources policies that your organizations have formulated and successfully implemented?

.....

.....

4) In your considered view to what extent has reward policy affected employees' job satisfaction in your organization?

.....  
.....  
.....

5) How has promotional policy influenced employees' job satisfaction in your organization?

.....  
.....  
.....

6) Explain how training and development policy has affected employees' job satisfaction in your organization?

.....  
.....  
.....

7) What are the effects of occupational health and safety policy on employees' job satisfaction in your organization?

.....  
.....  
.....

**Would you be willing to grant us a (telephone) interview, if it would be further needed?**

Yes  No