THE PERCEIVED RELATIONSHIP BETWEEN EMPLOYEE RELATIONS MANAGEMENT PRACTICES AND JOB SATISFACTION AT SWISSPORT KENYA LIMITED

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature …………………………….   Date   …………………………………

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

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DEDICATION

I dedicate the study to my mother for her continous support in my education and my life as an appreciation. Her all-round support in my life. May God continue blessing her.

ABSTRACT

Job satisfaction among employees is a key component for the success of any organization. This is so because, employees who are satisfied with their jobs tend to work harder because they are satisfied with their job hence consequently offering good services to the organization's clients. This study sought to find out whether there is any perceived relationship between employee relations management practices and job satisfaction at Swissport Kenya limited. A descriptive study was done.

Primary data was the method used to collect data hence questionnaires were used to collect data. Quantitative data was analyzed using descriptive statistics whereby linear regression was used to determine if there is any relationship between employee management practices and job satisfaction.

The study found out that the management practices tested which were; conflict management, disciplinary procedures, trade unionism and communication had a very minimal influence on job satisfaction for Swissprt Kenya employees. This means that there are other factors which influence the employees job satisfaction but also the tested variables scored some aspects of job dissatisfaction.

The study wishes to recommend that Swissport Kenya management should try and find out what is causing job dissatisfaction among their employees and also improve on areas that were tested which indicated some levels of dissatisfaction.

Further research should be conducted to establish which are the other factors that are affecting job satisfaction at Swissport Kenya Limited.

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CHAPTER ONE: INTRODUCTION

1.1   Background of the Study

Due to increased competition, changing customer needs, influence of technology and globalization in the changing business environment, employee relationship management is a human resource management aspect that is influencing performance of small and large organizations in the 21st century (George & Jones, 2008). Global and local companies are driven to maintain good employee relations to enhance their productivity and performance in the changing business environment. Employee relations have become the driving force of competitive organizations in the global business environment. Maintaining good interrelationships among various stakeholders is the critical aspect that determines organizational performance (Armstrong, 2006).

The motivation to carry out this study at Swissport Kenya limited was influenced by a staff strike which took place in the year 2011 whereby staff complained of poor employee relations with their employer. The significance of the airline industry to the study is that, there has been numerous complains and unrest among staff and their employer for a number of times in different organizations namely, Kenya Airways, Kenya Airports Authority, the Lufthansa group in Europe among others.

Any business organizations' success greatly depends on management and employees' relationship. Employee commitment, productivity and loyalty is important role in the growth of the organisation in a business environment that is competitive. In order to achieve a healthy and strong relationship between the workforce and organization, a well organized program on employee relations should established. The relationship between employers, trade unions and employees is a key drive of competitive firms operating in the dynamic business environment (George & Jones, 2008).

According to Rue and Byars (2003) employee relationship management entails both formal and informal relations between managers and those whom they manage. An effective employee relations starts with clearly written policies that shows company rules, philosophy and procedures that addresses employee related matters. The guidelines are normally found in a collective bargaining agreement document that is negotiated between the employer and the union on behalf of the employees. The employee relations management practices are; Trade unionism, career growth and promotion opportunities, collective bargaining agreement, dispute and grievances settlement procedures, organizational culture and policies, compensation plan and rewards.

The management of employee reltionship is a process effectively used by companies in managing all employees interactions to achieve the organizations' goals (Gazioglu & Tansel, 2006). The human resource department highly contribute in both coaching and training executives and managers on ways of effectively nurturing and establishing employees relationships and in monitoring and measuring those relationships so as to establish wether they are being attained. (Christen, Iyer & Soberman,2006). Employee relationship management focusses on how to enable employee collaboration on pure tasks of management with their employers. By the engagment of both sides of the employment relationship inputs , management of employment relationship platforms aims in aligning both parties' intrests , employer and workers , and inform day to day functions of the business a workflow that is streamlined (Kaliski,2007).

This study will adopt the following theories;The 1958 George Homans' Social exchange theory. It is the activity exchane intangible or tangible and costly or rewarding at least between two individuals. Abraham Maslow Hierarch of Needs theory established in 1943 describes the needs that motivate human behavior from five different perspectives namely; safety needs, physical needs, esteem needs , self-actualization and social needs. Employees assumption is, they are likely to be satisfied with their jobs if they have the ability and capacity of attaining their needs from basic to high level needs regardless the amount they receive from their workplace

1.1.1 Employee Relations Management

Employee relations management practices are employment laws, labor laws, concerted activity and collective bargaining. It involves the communication between management and employees whereby the employee trade union acts as a bridge between the employees and management in representing their grievances which in most cases is agreed upon through a collective bargaining agreement document. The document involves disciplinary procedures, compensation plan, career growth and promotion opportunities, leave policies (Mullins, 2005).

It involve the communication and relationship between management and its employees that is aimed at maintaining employer- employee relationships that in the end contribute to satisfactory productivity, job satisfaction, motivation and morale of the employees (George & Jones, 2008). Effective employee relations enhances positive communication and attitude between management and employees, promotes the overall wellbeing of employees during their tenure at the company and helps in preventing and resolving problems involving employees' that affect work situations. Employee relationship management entails the ability to , balancing life and work needs, employee needs open, the ability of the organization to keep good relations with its stakeholders including trade unions, employees, suppliers and customers and measuring and monitoring results (Kaliski,2007).

Gazioglu and Tansel (2006) suggest employers should emphasize in training employees to enhance their skills and boost the performance of the organization. On-the-job trainings act as a catalyst of increasing productivity of the firm as employees gain new skills of doing routine jobs. Timely communication about any changes in the organization from top management will promote teamwork among workers thus minimal resistance to change. Recruitment of employees and paying them market rate salaries/wages enhances individual performance.

Employees are likely to give their maximum attention to organizations that compensate them well based on merit and performance. The ability of the organization to handle employee grievances properly using formal and informal procedures will enhance job satisfaction among workers hence increasing the performance of the organization. Ability of the organization in establishing and adopting an appropriate performance appraisal technique within the organization will promote the spirit of hard work among employees with expectation of getting promotions and better pay thus job satisfaction (Sweney&McFarlin, 2005).

1.1.2 Job Satisfaction

Oshagbemi (2000) stated that this is the general expression of the positive attitudes of workers structured towards their jobs. Employees have some attitudes regarding their jobs due to their jobs diverse feautures, social status gained in the work place and job environment experiences. This could also be a negative attitude towards work. If the the social status,economic benefits, the   employees   job expectation and specific characteristics of the job are in line to the   desires of employees, then there exists job satisfaction. Employees' positive attitude towards the entire business environment due to their work environment experiences are referred to as job satisfaction (Sweney & McFarlin, 2005).

Job satisfaction is the fulfillment which an employee feels in relation to their jobs and work place. It brings the question, whether the employee is happy or content at their jobs. An employee may be measuring their satisfaction in financial, non-financial or psychological contract terms. Job satisfaction degree levels of people range from extreme dissatisfaction to extreme satisfaction. People also posses various aspects attitudes regarding their jobs such as, type of job done, amount of pay, co workers subordinates and supervisors.(Armstrong, 2006).

1.1.3 Swissport Kenya Limited

Swissport Kenya Limited is a ground handling agent company for various airlines for both passenger and cargo services. It was established in Switzerland and is a branch company of Swissport International based in Switzerland. Some of the airlines that Swissport Kenya limited handles are; British Airways, Lufthansa, Turkish Airlines, Swiss International airlines, Qatar Airways, South African Airways, Etihad Airways, Royal Air force, Singapore Airlines cargo, Fastjet, Air Arabia and Emirates.

The organization's mission is provision of the aviation industry with tailor made and consistent solutions globally for good experience of the customer. Airport ground services of approximately 4.1 million tonnes of cargo and 229 million passengers annually on behalf a bout 700 client companies in the sector of aviation are provided by the Swissport International. It has a personnel workforce of upto 60,000; Swissport International perates at more than 267 airports within 48 countries in five continents within which it generates a total operating revenue of CHF 3.0 billion (company website). The structure of Swissport Kenya Limited has been centralized for a decade and decision are made from the top without engaging middle and lower level employees. Communication breakdown in the organization has resulted to frequent strikes and boycotts and increased turnovers. Poor working conditions and employee-employer relations and low pay in the organization are key issues of concern that has been contributing to decreased productivity of the organization in the competitive business environment. The company has 264 employees.

1.2 Research Problem

Job dissatisfaction is one of the aspects that affect the performance of good performing organizations in the competitive business environment. Poor relations between the employer and employees among organizations operating in the globally and locally markets has become the challenge (Kaliski, 2007). Aspects that promote job dissatisfaction range from; poor leadership style, inability of firms to allocate adequate resources to train workers, inability to settle employee disputes on time, inappropriate compensation policies and inappropriate performance appraisal techniques. On the other hand it is evident that organizations that maintain good relations with their employees are

likely to experience increased profits, improved customer service delivery, minimal resistance to change, dedicated and motivated staff who work to achieve organizational objectives (George & Jones, 2008).

There is a positive relationship between job satisfaction and employee relations management among good performing companies in the dynamic business environment. Organizations that give relevant training to their workers are likely to realize increased productivity (Luthans, 1998). Timely feedback concerning aspects that affect employees at the workplace will minimize chances of resistance to change among workers thus teamwork. Payment of employees' salaries and wages based on merit promote intrinsic motivation among workers to perform effectively. Periodical performance appraisal in the organization provides opportunities among workers concerning promotions and improved working environment (Mullins, 2005). The significance of the airline industry to the study is that, there has been numerous complains and unrest among staff and their employer leading to staff strikes for a number of times in different organizations namely, Kenya Airways, Kenya Airports Authority, the Lufthansa group in Europe among others.

In the recent past Swissport Kenya Limited has experienced employee relations management challenges that have resulted to declined productivity and performance of the organization due to unsatisfied employees. Periodical strikes, boycotts, collective bargaining disagreement, unsatisfactory working condition, unclear grievances procedures and dispute settlement, unbalanced work life among employees, centralized organizational decision making, and inability of employees to join trade unions are key challenges that have affected the performance of the organization hence my motivation to carry out the study.

Due to job dissatisfaction, performance of the organization has been affected resulting to increased employee turnovers, decreased profits and performance standards in the competitive business environment in the recent past. The significance of the airline industry to the study is that, there has been numerous complains and unrest among staff

and their employer for a number of times in different organizations namely, Kenya Airways, Kenya Airports Authority, the Lufthansa group in Europe among others.

According to Musyoki (2012) on how job satisfaction and rewards relate at produce board of Kenya and National cereals, it established that pay alone was not the only factor that enhanced employee relations. Other aspects that enhanced job satisfaction included; training of employees, open communication and timely introduction of change. A study on job satisfaction and Perceived psychological contract of high school teachers in Gem district located in Kenya by Mande (2012) established that violation of psychological contract that is promises and obligations by management, it leads to dissatisfaction among employees. It was further established that, there exists a great relationships between job satisfaction and psychological contract fulfillments. A study by Omega (2012) on the relationship between employees' job satisfaction and the culture of the organisation at the Commercial bank of Kenya, it established that organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation all had a direct relationship with the employees job satisfaction at the bank.

However, it was established that there are knowledge gaps that were not addressed by this studies. The studies carried out focused on commercial banks, learning institutions, and state corporations and ignored the private sector firms like Swissport Kenya Limited. The variables of each study were different compared to the variable of this study.The independent variables of the studies were; organizational culture rewards and psychological contract and not employee relationship management practices that this study intend to address. Therefore, it is for this reason this study seeks to answer the question; what is that relationship between employees relations management practices and job satisfaction at Swissport Kenya Limited.

1.3 Research Objective

To establish the perceived relationship between employee relations management practices and job satisfaction at Swissport Kenya Limited.

1.4 Value of the Study

The findings of the study will help stakeholders in strategic decision making in regard to employee relations. Management of the organization will adopt the best practices that promote job satisfaction among employees hence reducing the rate of employee turnover.

The findings of this study may enable top level managers to identify ways of motivating employees to enhance their performance. The good relationship between employee and management will enhance job satisfaction. Customers are likely to receive improved service delivery as a result of satisfaction of employees with their jobs. Better policies will be formulated by trade unions and organization management to enhance employee job satisfaction and strong relations between trade unions, employees and employers.

Through the ministry of labour, the government will reinforce policies formulated for the benefit of employees and employers.Findings of this study will employee relationship management and job satisfaction. Researchers will formulate hypothesis of the study in respect to the findings of this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

It outlines the theoretical foundation of the study, employee relations management practices, job satisfaction, the relationship between employee relations and job satisfaction and empirical studies.

2.2 Theoretical foundation

Social exchange relationship theory will inform the study and help to describe, explain, predict and control the problem under investigation. Abraham Maslow hierarch of needs and McCelelland need theory will be the sub-theories that will underpin this study. The concepts of the theories will provide a basis of deductive reasoning to the researcher during hypothesis testing in order to add new knowledge to the problem under investigation.

2.2.1 Social Exchange Relationship Theory

It was brought forward by George Homans in 1958. He defined social exchange as the intangible or tangible activity exchange and rather costly or rewarding among two or more people. The theory suggest that, human being decisions are guided by benefits and costs accrued on them as a result of particular decisions. Relationships are also included in this belief. Individuals forge relationships due to the expected or perceived benefits resulting due to social relationships hence a relationship can easily be terminated by a person when the efforts or costs exceed the benefits of the relationship. Key aspects are used by the theory such as ; benefit, satisfaction dependence, outcome , comparison and cost (Niklas & Dormann, 2005).

Costs and benefits are fundamental to social exchange theory existence. social exchange theory benefits' basic concept include material comforts, financial gains, social status and emotional comfort. Costs include time, loss of opportunities and money. Thus all social interactions are based on the perceived outcome as the costs and benefits difference. Different social situations use social exchange theory as resources- material exchange symbols or prestige goods . Individuals expect return in favours i.e giing out

expecting to be given. Those receiving from others also get pressure to return to them the same . Typically , what is given by a person could be looked upon as a costwhereas what is received is referred to as as a reward. The behavior of a person is determined by the exchanges' profits (Niklas & Dormann, 2005).

The assumption of this theory to this study is that employees are likely to relate well with their employer if they perceive that they are receiving something worth in the long run. Job satisfaction among employees is influenced by the benefits employees receive from their employers in terms of salaries, improved working conditions, promotions, training delegations and fringe benefits. Creation of friendship at work and getting involved in social activities such as sharing lunch or partying helps in building good relationships and strengthening bonds between the employee and employers.

2.2.2 Abraham Maslow Hierarch of Needs Theory

Abraham Maslow Hierarch of Needs theory was established in 1943. The theory describes the needs that motivate human behavior from five different perspectives. The first levels of needs that motivate employees to perform well are physical needs. Employees are motivated or satisfied with their jobs if they have the ability to afford biological or basic needs like food, clothing shelter, and sex. The second levels of needs that result to employee job satisfaction are safety needs. Employees are motivated to perform well if they perceive that they have job security and protection from the employees (Rue & Byars, 2003).

The third level of needs that influence employee performance and job satisfaction are social needs. Employees are likely to get satisfied with their jobs if there are good interpersonal relations with their managers and employees. Social interactions at the workplace break boredom and enhance productivity among workers. The fourth levels of needs that influence employee job satisfaction are esteem needs. Employee with good jobs that pay them well tend to feel recognized and respected in the society thus improved job satisfaction. Poorly paying jobs dissatisfy employees and lead to low self-esteem among workers.

The fifth level of needs that influences the behavior of employees in an organization and boost the morale is self-actualization. This is the highest level of human satisfaction that is associated with the ability of employees or individuals to have self-fulfillment and accomplishment through personal growth. Good relations among employees and employers promote employee growth and personal development. Well paid employees have high level of job satisfaction and the drive to attain self-actualization status (Rue & Byars, 2003).

The assumption of the theory in this study is that employees are likely to be satisfied with their jobs if they have the ability and capacity of attaining their needs from basic to high level needs regardless the amount they receive from their workplace. Employee doing both poorly and well-paying jobs tend to strive to attain their needs using all means and ways from their employees.

2.2.3 McCelelland Needs/Achievement Theory

The theory was established by McCelelland and Associates in 1961.The theory stated that individuals are motivated to be successful and therefore work ard to achieve personal goals rather than get rewarded for the success. They desire to out do previous performances and thus like jobs which are challenging and act as people who want to achieve big. This theory is based on achievement, power and affiliation motives. First perspective of the theory is achievement. Employees are driven to progress and achieve beyond the success standards set in any organization. Power is the second perspective whereby employees wish to have influence by controlling and influencing others in the organization. The third is affiliation where employees desires to having close and friendly relationships with their supervisors and managers in the organization. Therefore, employees with high affiliations prefer cooperative to situations that are competitive (Robbins, 2005).

The assumption of the theory is that, employees are likely to be satisfied with their jobs if they achieve personal growth like career development and advancement to higher levels.

Employer support and concern will enhance employee job satisfaction. Employees are likely to perform effectively if they are given the opportunity to contribute in decision making and influence others. Good interpersonal and inter-organizational relationships are likely to enhance relations among employees and employers.

2.3 Employee Relations Management

Jackson (1987) and Schuler defined employee relations management as a system which attracts, develops, motivates and retainsthe workers so as to its members and the organization are effectively implemented and are guaranteed survival. Wang (2009) mentioned that employee relations management practices are considered by innovative firms as the strategy of the organisation toin encouraging team responsibilities, enhancement of organization culture and build up customer relationships through empowerment and participation. These practices greatly influence employees motivation to exhibit attitudes and behaviours which are favourable which are necessary in the support and implementation of an organizations' competitive strategy (Hiltrop, 1996).

2.3.1 Discipline Procedures

Disciplinary procedures are standard practices to modern competitive organizations. It is important for management level to professionally and consistently handle discipline issues for the effectiveness of the business (Gennard and Judge, 2005). The employees are expected to perform to the expected standards of the organization every time. The term discipline is any action by an employer directed to an employee aiming to correct the employee's behavior and balance in the employment relationship (Grogan, 2009). Interpersonal disciplinary procedure is important tool for the success of the management. disciplinary procedures are associated by many employees with negative feedback. If properly implemented,these procedures influence positively the relationship among employees and their managers. Employee job satisfaction is improved when they embrace accountability. Employee job performance issues of correction are procedural. Effective written communication, management skills and interpersonal communication should be utilized so as to assist the employees. Procedures which are poorly

implemented negatively impact the performance of workplace and relations between employee and the employer (Gazioglu & Tansel, 2006).

Effective disciplinary procedures among organizations instill a sense of hard work among employees of the organization. Appropriate behavior among workers is expressed effectively if they understand the consequences of going against the policies of the institution. Transparency, accountability and interpersonal communication are practices that are enhanced by disciplinary procedures of the organization. The ability of managers to give feedback to employees concerning disciplinary issues and convince them to perform is one of the aspects that promote good employee and employer relations in modern competitive organizations (Oshagbemi, 2000).

Bendix (2010) suggest that procedural fairness is following the correct process during the disciplinary inquiry in terms of the internal rules and processes laid down to ensure employee rights are not violated. According to Daniels, 2006, using discipline in an organization is a process of both control and power. The employment act cap 226 outlines some of the procedures to follow in disciplinary cases.

2.3.2 Conflict Management

Mesh'al (2001) suggests that conflict is an inevitable natural part of the dynamics of workplace including the most solid ones. People perceive differently situations and will try to persuade others to think as them. Thus, conflicts occur frequently when there are open communication barriers, when you feel a perceived threat or one that is real to your status of employment or when targets of workplace are notmet by an individual. If unmanaged, conflict becomes destructive and highly negatively impact employee productivity and the organizations' success. If employers start understanding the cause and how to react to conflict, they thrive more in the managing and prevention of future conflicts(Gazioglu & Tansel, 2006).

For organizations to perform effectively, they need to develop or improve the way you they adopt in dealing with conflicts that arise in the organizational context. Appropriate problem solving techniques such as facilitation of medication, training and coaching of conflicts should be utilized to minimize frequency of conflicts in the organization. These techniques are tailored improve in supervisors and employee relationships and relationship between co workers with aim of building productivity of employees, improvement of the ability to prevent and deal with conflict and increase employee satisfaction (Niklas & Dormann, 2005).

2.3.3 Trade Unionism

Trade unionism acts as a communication bridge between the employer and employees during grievances and collective bargaining agreements. Armstrong (2006) asserts that employers should encourage employee to be members of trade unions for them to feel protected and recognized in the organizational context. According to the Labour Relations Act 2007, An association of employees with the ain aim of regulating relations between the employer and employees including any employer's organization is a trade union.Trade union members express great dissatisfaction with their job conditions more than the non-members. The "voice" employees to employer are expressed through trade unions. The unfavourable relationship between unionism and job satisfaction may be attributed to unfavourable working conditions which lead to job dissatisfaction and thus motivating union joining by workers. The opportunity provided by employers for employees to join trade unions enhance job satisfaction among workers (Oshagbemi, 2000).

According to Armstrong (2006), most negative unions' variances implication on job satisfaction ould be accounted for by industrial relation climate, wages and job quality. Union members perceive their jobs as innactractive thus varying from the view of non union workers n relation to task complexity,skill requirement, discretion available and the amount of autonomy and the promotion opportunities. Union members also perceive the labor management relations experienced and the amount of autonomy as inadequate. They feel better off regard to benefits, pensions and wages. However, when it comes to

job satisfaction, union jobs' economic advantages are not enough n compensating for work environment factors and job contents .

2.3.4 Communication

According to Amessa and Drakeb (2003) communication is one of the critical components that enhance the spirit of team work within the organization. Decentralized organizational structures can enhance the quality of decision making in an organization and vice versa. Top down and bottom up management approach in an organization is likely to promote cohesiveness among workers of the organization hence job satisfaction. Timely feedback of employees on evaluations from top level managers and open door culture of sharing ideas between top level management and lower level management always enhances employee satisfaction and organizational performance. The spirit of team work and creativity in the organization is promoted by the communication of the organization with its stakeholders (Niklas & Dormann, 2005).

Organizational integration is all about the extent to which individuals receive immediate environments' information.Which may include the level of satisfaction with information concerning plans of the departments , some personnel news and job level requirements. communication   used in supervision includes both downward   and upward communication aspects with superiors (Gazioglu & Tansel, 2006).The three of the funadamental items are; the level to whichideas are openly embraced by supervisors, the degree to which supervisors pay attention and listen , the degree to which supervisors guide their employees in solving problems related to their jobs. Communication is a true reflection both on the personal and organizational levels. (Mesh'al, 2001).

2.3.5 Grievance Management

Grievance management outlines how an organization's management handles employee issues when they arise (Droar, 2006). This is contributed highly by the leadership style used in the organization. When there is a grievance in the company the process is not very fair enough. This is so because the management does not promptly act to a problem until the issue is blown out of proportion either by go-slows at work or a client/ airline

complain. The company has a tendency of not listening to their employees issues as long as work goes as planned. The application of human relations in managing human resources is critical in today's business competitive environment (Christen, Iyer & Soberman, 2006).

2.4 Factors influencing job satisfaction

Garcia Bernal et al (2005) stated that the last psychological process' state is referred to as satisfaction. Management have a role in enhancing employee's job satisfaction by ensuring positive working environment, high morale and resources availability to accomplish assigned tasks.   There are various factors that affect job satisfaction according to Rashid Saeed (2014). Job satisfaction is concerned with to how well our ndividual prospects at work tally with the outcomes. The common facets that are used to measure job satisfaction include; benefits and rewards, job working conditions, communication, nature of work, organizational policies and procedures, career growth and promotion opportunities, work life and co- workers (Kaliski, 2007). Other practices that employees' use to measure their level of job satisfaction with an employer are; collective bargaining agreement, grievances and dispute settlement, work life, how employees are engaged in the organization's decision making, trade unionism, career growth and promotion opportunities, organizational culture and rewards. The application of human relations in managing human resources is critical in today's business competitive environment (Christen, Iyer & Soberman, 2006).

Working conditions should have a comfortable spacious working area with adequate lighting. There should be up to date information technology for tasks to be efficiently completed. Donald and Siu (2001) found that there is a relationship between the work place environment, physical and mental well being of job satisfaction and employee. Other researchers also found a relationship between environmental and indoor satisfaction influences job satisfaction (; De croon et al., 2005,Veitch et al, 2007; Wells, 2000)

According to Mullins (2005) an advancement opportunity within the organization is another important factor. An employee will be satisfied if they see there are chances for them to move up the ranks with more responsibilities but still equivalent for a higher compensation for the new roles. Employees will be happy with their jobs if their added education skills will lead to chances of promotion or a higher pay. This also increases level of job security hence job loyalty.. According to Elkin (2002) a reward is something received or given for offered services. According to Maurer, 2001 financial rewards in relation to an employee's skills and work load highly affect their job satisfaction. Employees want to feel that they are being rewarded fairly.

Garrido, Rez and Ant (2005) argue that work load and stress level can be a problem brought about by the company due to ineffective management and poor planning hence inadequate staff levels. This can lead to fail in meeting deadlines hence conflicts between employees and their supervisors. In such a working environment, operations are done in a very stressful mood because no enough time and resources is provided. If the employee relation with supervisors is not mutual that employees don't feel free to discuss their work concerns then their job satisfaction can decrease. Employees should feel comfortable that their supervisors' doors are open for discussion.

2.5 The relationship between Employee Relations and Job Satisfaction

The relationship between the employer and employees in any organization is a determinant of any organizational performance. Good employer-employee relations are directly related to job satisfaction (Armstrong, 2006). Performance appraisals conducted by organizations against their employees enhance job satisfaction among workers. Timely feedback provided to employees by their employer helps workers to identify their weaknesses and improve their skills to perform in a better way.

Disciplinary procedures adopted by organizations determine how organizations recognize and respond to employee disciplinary issues in the organizational context. Transparency and effective communication in disciplinary matters will enhance the relations between the employer and the employese (Garrido, Rez and Ant, 2005). Effective approaches adopted in conflict management within the organization like coaching, training,

mediation and facilitation will enhance employee and employer relations thus improved job satisfaction. The opportunity of employees to join trade union of their choice as their right always influences the spirit of team work and motivation to perform well in an organization. The employees who are members of trade unions tend to feel protected and have a voice over their employers in the changing business environment (Sweney & McFarlin, 2005).

Empirical research has widely been conducted in relation to employee relations and job satisfaction. Zhang, Lam and Baum (2001) on how job satisfaction and their associated demographic characteristics relate in Asian Pacific found that 16266 employees who work in more than 800 institutions, their happiness at work was influenced by the demographic characteristics. The outcome indicated that salary levels iaffected the level of job satisfaction to a lesser extent. When the researchers investigated the position of the employee in the company ,they found a great link with satisfaction with the job and cme to conclusion that, ranks in jobs boosted happiness greatly as opposed to high salaries. He further explained the relationship and indicated that ranks in jobs affect the feelings of employees towards their official achievements.

According to Oshagbemi (2000) on Correlates of pay and satisfaction in higher education, he established that university professors with high income levels compared to other jobs in different industries have lower satisfaction since they assume that PhD holder who works in other industries is better remunerated than them. Such comparisons affect job satisfaction due to injustice feelings .
Niklas and Dormann (2005) study on the effect on job satisfaction established that an salary of an employee do not directly influence job satisfaction but it's inform of other factor.Gazioglu and Tansel (2006) on job satisfaction in Britain established that job satisfaction declined with higher levels of education. The study found out that education education negatively affects job satisfaction since employee expect higher pay when highly educated hence leading to dissatfaction .

Musyoki (2012) study on the relationship between job satisfaction and rewards at the Kenyan NCPB found out that, the salary levels is a secondary variable which cant stand by itself and has be limited influence when the quality of work is not satisfactory. Mande (2012) on studied on job satisfaction and psychological contract of high school teachers in Kenya found that rse in salary only influences low level income jobs and not the ones of high level and under some circumstances raise negatively effects job satisfaction.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is about the target population, research design , data collection, validity and reliability of instruments, data analysis and presentation.

3.2 Research Design

Descriptive design was appropriate for this study since it explores and describes variables' relationships the way they occur without manipulating them. This design is a framework used to attach the research components together (Krishnaswami, 2003). The descriptive study is aimed at obtaining information can be subjected to analysis , extraction of patterns and drawing of comparisons for clarification purposes and provision of making decisions platforms. Both quantitative and qualitative data were obtained for the purposes of comparison.

3.3 Target Population

The study was a census which targets all the 264 employees of Swissport Kenya limited. According to Cooper and Schindler (2003), a census refers to a periodic collection of information/data from the entire population. A census was preferred in this study since it provided a true measure of the population without sampling error.

3.4 Data Collection

Primary data was used in this study. Kothari (2004) stated that, primary data is a data collection method whereby data is collected directly by the researcher for the purposes of the research. A questionnaire was used to collect primary data. The research instruments used in the study were self administered questionnaire with structured question items that were answered by the organization employees. The structured questions enabled the researcher to easily tabulate and analyze the data. Self administered questionnaire a method that is reliable in a descriptive study since it avoids influence of the interviewer. It also gave respondents enough time on items which needed consulting before being responding to (Kothari, 2004).

3.5 Data Analysis and Presentation

The data collected during the research was edited, coded, classified on similarity basis and then tabulated. The data was analysed using simple descriptive statistics of frequencies and mean. Regression analysis was used to find out the relationship between variables of the study. Tromp and Kembo (2006) assert that main reason for coding is to create scales and codes from the respondents , which can easily be summarized and analyzed in many ways.

The regression model used was of the following form; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \beta_5 X_5 + \varepsilon$ Where;

Y = Job Satisfaction at Swissport Kenya Ltd

β_0 = Y intercept

β_1 to $\beta_{5 =}$ regression coefficients

X_1 = Disciplinary Procedures

X_2 = Conflict Management

X_3 = Trade Unionism

$X_{4=}$ Communication

$X_{5=}$ Grievance Management

ε = error term

CHAPTER FOUR: ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS

4.1 INTRODUCTION

The chapter contains data analysis, discussion and presentation of results. Descriptive analysis was used to organize, interpret and summarise the quantitative information. Frequency tables were used to present the data. The presentation was based on the questionnaire administered.

4.1.1 Response Rate

The study had a sample of 264 respondents and 221 (83.7%) out of the 264 respondents returned the questionnaires from the top level management, middle level managers and the staff. Mugenda and Mugenda (2003) stated the following return rate measurements for a good data analysis, 50% rate of return is adequate, 60% good and 70 % very good. Thus the rate of return was good to provide the information required for data analysis purposes.

4.2 Demographic data

The section contains employees personal attributes such as the position held, time in the organization and level of education. The reason for their inclusion is to help shed more light on the characteristics of persons involved in the research who are describing issues affecting the relationship between employee relations management practices and job satisfaction.

4.2.1 Respondents designation

The study sought to establish the designation of the respondents/employees. The results are as shown in Table 4.1.

Table 4.1 Respondents Designation

	Frequency	Percent
Top Level Manager	11	5.0
Middle level Managers	26	11.8
Staff	184	83.3
Total	**221**	**100**

A majority of the respondents (83.3%) were general staff while 11.8% were middle level managers and 5.0% were top level managers. This implies that all level of employment in the organization were represented in the study. Hence this would inform the study on the level in which relations between employees and management practices brought about job satisfaction.

4.2.2 Respondents time worked in the organization

The respondents were asked to indicate the time they had been working in the organization. The results are as shown in Table 4.2.

Table 4.2 Time working in the organization

	Frequency	Percent
Less than a year	72	32.6
From 1-5years	120	54.3
From 6-10years	25	11.3
Above 10 years	4	1.8
Total	**221**	**100.0**

Slightly above half of the respondents (54.3%) had worked in the organization for 1-5 years while 32.6% had worked for less than one years and 11.3% had worked for 6 and above years. This implies that many of the employees in both top management, middle level managers and the general staff had worked in the organization for between 1-5 years, meaning overall the majority of the employees had a high level of experience with the organization because only 32.6% which is less than a third of the whole population

had worked for less than a year. This means they would be able to inform the study on the perceived relationship between employee relations management practices and job satisfaction.

4.2.3 Level of Education

The education level in of the employee in an organization is important. The results are as follows in Table 4.3

Table 4.3: Respondents Level of education

	Frequency	Percent
Diploma level	167	75.6
Undergraduate level	42	19.0
Masters	12	5.4
Total	**221**	**100.0**

Majority of the respondents (75.6%) had a diploma level of education while 19.0% of them had an undergraduate level of education and 5.4% had attained a Masters level of education. This shows that majority of the employees had an understanding in regard to the concept of the study.

4.3 Employees relationship on management practices and job satisfaction

This study wanted to determine how the employees' management practices and job satisfaction which was rated. The research established employee relations management practices that have been tested which include discipline procedures, how conflicts are resolved in the organization, trade unionism and communication. The study used a likert scale to establish the means and standard deviation of the study. The study first evaluates disciplinary procedures used in the organization to determine the level of job satisfaction. The term discipline is an action an employer takes in relation to employee's misconduct at workplace. The results are as shown in Table 4.4.

4.4 Discpline Procedures

The study wishes to establish whether there is any relationship between an organization's disciplinary procedures and job satisfaction.

Table 4.4 Respondents responses on Discipline procedures

	Mean	Std. Deviation
Managers of the organization are always ready to resolve employees issues using informal methods than formal methods	4.42	1.031
Managers give multiple methods to determine employee misconduct	4.43	1.008
Managers give employees an opportunity to defend themselves against allegations	4.45	1.008
Managers always use verbal communication in case of misconduct	3.37	1.020
Senior managements suspend employees in case of misconduct without terminating the salary	3.40	1.022
Employees are accompanied by a trade unionist or workmate during disciplinary hearings	3.42	1.026
The employer and employees maintain disciplinary information confidential	3.41	1.022

From Table 4.4 it is clear that the highest rated factor was that managers give employees an opportunity to defend themselves against allegations of 4.45. The second highest rated factor was that the managers gives multiple methods to determine employee misconduct at 4.43. This implies that employees felt that managers were able to reevaluate the misconduct before making a decision of what to do with the employee or before any action is taken about the misconduct. Grogan (2009) argues that interpersonal disciplinary procedure is a critical tool for management. Another factor that had a mean of 4.42 was employees are accompanied by a trade unionist or workmate during disciplinary hearing and managers of the organization are always ready to resolve employee issues using informal methods than formal methods. This implies that

employees felt safe when accompanied to a disciplinary meeting and also when managers used informal methods to resolve issues to raise their level of job satisfaction. Bendix (2010) suggest that when fairness is following in disciplinary procedure employee's level of satisfaction is raised. Another factor that may affect employee's level of job satisfaction was when the employer and employees maintain disciplinary information confidential at 3.41. Confidentiality has been considered an important aspect in job satisfaction. The least rated factor at 3.37 was managers always use verbal communication in case of misconduct. This implies that although verbal communication was used, this may not be the case always. The overall mean is 3.84 indicating there a high job satisfaction among the workers except in a few factors.

4.5 Conflict management

Meshal (2001) suggests that conflict is inevitable, natural and found in workplace dynamics eincluding the most solid workplaces. People perceive differently views about situations and try to convince the other people to think as them. Thus frequent conflicts begins when ; open communication barriers , when you feel a perceived threat or related to the status of your employment, or when someone is prevented from meeting the needs of her workplace. Table 4.5 shows the job satisfaction and conflict management.

Table 4.5: Respondents response on conflict management

	Mean	Std. Deviation
Managers ensure that employees are represented appropriately in case of conflict	4.39	1.020
Management encourage employees to seek formal permission before striking	3.34	1.009
The employer and employee respect the right of each other during the conflict management	3.33	.997
Managers always interact with their employees to arrive at neutral decisions	3.36	1.002
Managers always seek consensus with employees during conflict resolution	3.36	1.002
Appropriate parties are involved in conflict management forums between the employer and employees	3.36	1.002
Employees always respect the decision of the managers/ supervisors during conflict management	3.33	.994

From table 4.5, respondents response on conflict management with a highest mean being 4.39 on job satisfaction and the lowest mean at 3.33. On average the level of job satisfaction and the conflict is at 3.5, hence there was a job satisfaction. The lowest job satisfaction was on employees always respect the decision of the managers / supervisors during conflict management and the employer and employee respect the right of each other during conflict management. This implies that employees' job satisfaction can be affected by how they are treated by the employer during conflict management and also the decision made during conflict management. Meshal (2001) acknowledge that conflict may be as a result of a person feeling threatened or perceive their employment status would be affected hence this would alarm high or low job satisfaction. In this study the job satisfaction has been threatened by employee / employer not respecting the right of each other and decision made during conflict management.

4.6 Trade unionism

Trade unionism acts as a communication bridge between the employer and employees during grievances and collective bargaining agreements. Armstrong (2006) asserts that employers should encourage employee to be members of trade unions for them to feel protected and recognized in the organizational context. This study sought to know whether trade unionism has an influence on job satisfaction. The results are as shown in Table 4.6.

Table 4.6 Respondents response on Trade unionism

	Mean	Std. Deviation
Employee seek trade union interventions if dissatisfied with employers	3.45	1.063
Union representatives are respected by employers	3.34	.995
The employer always implements decision of employees trade unions	3.36	1.011
Employers always encourage their employees to join trade unions	3.33	.994
Trade union represent workers during disciplinary actions	3.36	1.011
Trade union always represent the welfare of employers and employees	3.42	1.044
Trade union decisions are respected by both the employer and employees	3.34	.994

Average 3.34

Table 4.6 shows the responses on trade unionism. The findings indicate that a majority of the employees had a high level of job satisfaction in regard to employees seeking trade union intervention when dissatisfied with the employer (mean = 3.45). A trade union always represents the welfare of the employer and employees at a mean of 3.42. The employer always implements decision of employees' trade unions and trade union represent workers during disciplinary actions were at a mean of (3.36), union

representatives are respected by the employer and trade union decisions are respected by both the employer and employee were at a mean of (3.34) and the least was that the employer always encourage their employees to join trade union at a mean of (3.33). However, the overall mean score for all the questions were found to be of a mean of 3.37 hence indicating a high level of job satisfaction.

4.7 Communication

Communication is one of the critical components that enhance the spirit of team work within the organization. Decentralized organizational structures can enhance the quality of decision making in an organization and vice versa. Top down and bottom up management approach in an organization is likely to promote cohesiveness among workers of the organization hence job satisfaction. This study therefore wished to identify how communication affects levels of job satisfaction. The results are as shown in Table 4.7.

Table 4.7 Respondents responses on communication

Communication	Mean	Std. Deviation
The organization has decentralized structure that enhance open communication	3.43	1.040
Managers interact with their employees openly	3.44	1.054
The organization gives timely feedback to its employees	3.47	1.073
Employees always contribute in key decision making	3.38	1.071
Communication hierarchy is two way traffic	3.47	1.081
The organization encourages interactive learning approach	3.48	1.085

Overall mean 3.45

The findings presented in Table 4.7 shows the distribution of responses on communication. The findings indicate that a majority of the respondents noted that the organization encourages interactive learning approach (mean =3.48), the organization gives timely feedback to its employees and communication hierarchy is two way traffic (mean = 3.47), managers interact with their employees openly (mean 3.44), the organization has decentralized structure that enhances open communication (mean= 3.43)

and employees always contribute in key decision making (mean = 3.38). The overall mean was at 3.45 meaning only a few factors showed a level of job satisfaction and the rest had a low level of job satisfaction. The result may also imply the that when the organization encourage interactive learning approaches the employees feel recognized to be given training by either the top management and they feel appreciated to acquire and use the knowledge shared.

4.8 Job Satisfaction

There are different factors that were tested to indicate the level of job satisfaction. The results are a shown in Table 4.8.

Table 4.8 Level of Job Satisfaction

Job Satisfaction	Mean	Std. Deviation
My job properly utilizes of my abilities and skills	3.48	1.245
How satisfied are you with your decision making involvement in decisions affecting your work	3.47	1.162
I am rewarded for my efforts' quality	3.41	1.220
I feel encouraged to come up with better and new ways ways of performing tasks .	3.00	.958
I have resources and tools to perform my duties well	2.96	1.084
I get a feeling of personal accomplishment from my work	2.97	1.063
Overall how satisfied are you with your job	3.15	1.152
How contented with the chance of getting a better position in the company	3.02	1.038

The highest mean on job satisfaction is 3.48 from my job properly utilizes my abilities and skills while how satisfied they during involvement in decision making affecting their work was at 3.47. I am rewarded for the quality of my efforts was rated at 3.41 mean, overall how satisfied they are with their job was rated at 3.15 while how satisfied they are with their opportunity to get a better job in the company was rated at 3.02 with

3.00 being the mean of feeling encouraged in coming up with better and new ways of performing tasks. The two lower means were 2.97 for my work gives me a feeling of personal accomplishment and 2.96 for I have resources and tools to undertake my duties well.

4.9 Regression

The section focuses on hypothesis testing from which statistical inferences are subsequently made. An hypothesis is a testable opinion or belief whereas testing of hypotheis is the process of testing beliefs using statistical means. Inferential statistics uses data samples to make predictions, decisions or estimates and other generalizations about large data sets (Mc Clave, 2000:2).

4.9.1 Linear Regression Formula

The general multiple linear regression model formula was used:

$Y = \beta_0 + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + ... + \beta_k\chi_k + \varepsilon$

Where

Y is the dependent variable

$\chi_1, \chi_2... \chi_k$ are the independent variables

$E(y) = \beta_0 + \beta_1.\chi_1 + \beta_2.\chi_2 + ... \beta_k.\chi_k$ is the deterministic portion of the model

β_1 the constant coefficients determines the contribution of the independent variable χ_1

ε_1 is the random error with mean 0 and variance of 1 (Mc Clave 2002: 578).

The summary of output when all independent variables are added in the multiple regression equation leads to ANOVA. The F-test associated with the ANOVA table is used to test the null hypothesis that the independent variables are significant to the model of analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741[a]	.549	.535	.593

a. Predictors: (Constant), discipline, Communication, Trade union

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.123	3	13.708	38.949	.001[b]
	Residual	33.787	96	.352		
	Total	74.910	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), discipline, Communication, Trade union

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.823	.178		4.616	.000
	Communication	.903	.093	1.012	9.717	.001
	Trade union	-.571	.229	-.737	-2.495	.014
	Discipline	.246	.220	.311	1.117	.267

a. Dependent Variable: Job Satisfaction

The summary output of the independent variable indicators explain for 74.1% of job satisfaction. From the ANOVA table above, the p-value = 0.01 <0.05 level of significance hence there is no much significance difference between the two variables. This means there is little relationship between job satisfaction, communication, trade union and discipline at Swissport Kenya Limited. This implies that job satisfaction is brought about by other factors.

4.10 Discussion of findings

The findings of the study showed that there is fairly level of job satisfaction when employees are given an opportunity to defend themselves against allegations. The study showed that there is a level of dissatisfaction on managers always use verbal communication in case of misconduct. Other factors in relations to discipline shows that

the employees had a fair level of job satisfaction. These results agrees with those of Grogan (2009) who argued that interpersonal disciplinary procedure is a critical tool for management. The findings also showed that participation of the union members in discipline matters. The findings also revealed that employers and employees maintain disciplinary information confidential.

The study findings revealed that dissatisfaction was reported on the question that employees always respect the decision of the managers/ supervisors during conflict management and the employer and employees respect the right of each other during the conflict management.

On trade unionism the findings indicated that the trade unionism had an average range of job satisfaction. The findings indicated that a majority of the employees had a high level of job satisfaction, while representation by the trade union always represent the welfare of the employer and employees

Communication on job satisfaction shows that the organization encourages interactive learning approach, the organization gives timely feedback to its employees and communication hierarchy is two way traffic, managers interact with their employees openly. The organization has decentralized structure that enhances open communication and employees always contribute in key decision making.

The findings indicate that there was a high level of job satisfaction when employees were able to use their skills and abilities. This was also noted when employees were involved in decision making that affected their work. The findings also showed that employees were rewarded for their quality of efforts and were satisfied by their job. Despite having levels of job satisfaction, low levels of job satisfaction was reported when employees said that their work give them a feeling of personal acomplisment and felt they had the tools and resources to do their job well.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains the summary, conclusions and recommendation of the study. It also contains the recommendations for further study.

5.2 Summary of findings

The purpose of this study was to determine the perceived relationship between employee relations management practices and job satisfaction at Swissport Kenya Limited. The study was guided by Social Exchange Relationship Theory by George Homans 1958, Abraham Maslow Hierarch of Needs Theory and McCelelland Needs/Achievement Theory. The descriptive design was appropriate for this study. The target population of this study was 264 employees of Swissport Kenya. Questionnaires were administered to collect data from the respondents. Descriptive data analysis was used to analyse the data. Regression analysis was also used to find out the relationship between the variables of the study.

The findings of the study showed that there is a high level of job satisfaction in respect to how disciplinary issues are handled although a level of dissatisfaction is evidenced in a number of factors. The study revealed that there is also job satisfaction on issues regarding conflict management between the employer and the employees even though a few factors had a low level of satisfaction.

A level of job satisfaction was indicated in relation to trade unionism although the overall mean was at 2.37 meaning there was also a number of factors where employees felt dissatisfaction. Communication and job satisfaction was also tested with a high level of satisfaction reported in many of the factors and also a level of dissatisfaction was also reported in some of the factors. Job satisfaction was when employees were able to use their skills and abilities and also noted when employees were involved in decision making that affected their work.

From the ANOVA table the study revealed that the p-value $= 0.01 < 0.05$ level of significance hence there is no significance difference between the two variables. This means there is little relationship between job satisfaction, communication, trade unionism and discipline at Swissport Kenya Limited but there are other factors that brought about different levels of job satisfaction among the employees

5.3 Conclusions

The study found out that Swissport Kenya Limited employees were satisfied with how disciplinary issues were handled in the organization. Job satisfaction was also said to be high on how conflict management was carried out among the employees and the employer. On trade unionism the level of job satisfaction was reported on only two factors. The standard deviation shows a cross relationship on the level of dissatisfaction among the employees. Employees had a high level of job satisfaction on how communication within the organization was carried out. Although dissatisfaction was reported the level was minimal and only a few factors had a low level of rating. Job satisfaction was high when employees used their skills and abilities and also when they were involved in decision making that affected their work. The ANOVA results shows that there are other factors that were not tested on job satisfaction that influence employees' level of job satisfaction.

5.4 Limitation

The limitation of the study was that the organization had a shift work pattern whereby it was difficult to get respondents on time hence delaying in collecting the questionnaires. Respondents sited that it was a very busy organization hence having very little and limited free time to fill in the questionnaire.

There was also generalization limitations since the findings cannot be generalized to other aviation organizations since they are independent entities and have their own factors.

5.5 Recommendation

There is need for Swissport Kenya to identify the discipline issues that employees feel dissatisfied with on how they are handled during disciplinary hearings. This would help the organization to improve on how employees' disciplinary measures are handled and also how they can be improved to help the employees own up the process.

There is need for conflict management to be done in an appropriate way to enhance the relationship between employees and their employer at Swissport Kenya Limited. Hence conflict needs to be addressed from where they are arising to help employees come to terms with their actions.

There is need for the organization to have a laid down structure on issues regarding employees' trade unionism because this would help the employees feel more satisfied with how their issues regarding trade unionism are handled by the employer.

Communication is key for employee's job satisfaction, in Swissport Kenya Ltd. there is a open communication between employees and the employer, the areas where employees feel dissatisfied should be addressed especially on verbal communication. Informal (verbal communication) should be left out to other issues but issues regarding employees' misconduct. Formal communication should be used often to address employees' misconduct, this will help them realize the seriousness of the matter.

Job satisfaction could improve if employees were able to use their tools, resources at their job and work that gave them a feeling of personal accomplishment.

5.6 Suggestions for further research

The study established some gaps that needs to be filled on for further research.

A study on, relating to how employees level of job satisfaction could be improved because of the other factors relating to the employee and management relationship on skill development.

A study on trade unionism and employees' owning up their mistakes during conflict management.

A study on how salary would affect job satisfaction at the organization.

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APPENDICES

Appendix 1: Introductory Letter

C/O

University of Nairobi,

Kenya.

TO WHOM IT MAY CONCERN

Dear Respondent,

REF: MBA RESEARCH STUDY

I am a student pursuing an MBA degree in Human Resource Management at the University of Nairobi. In partial fulfillment of the requirements to the award of the MBA degree, I am required to carry out a study on **"*The Percived Relationship between Employee Relations Management Practices and Job Satisfaction at Swissport Kenya Limited*"**

The choice of the topic is based on the strategic importance of achievement of social-economic objectives of Kenya's vision 2030. I kindly request your assistance by availing time to respond to the questionnaire and the interview guide. A copy of the final report will be made available to you at your request. The information given will be treated with utmost confidentiality for the purpose of this study only.

Thank you in advance.

Appendix 2: Research Questionnaire

Kindly respond to the following questions by filling in the blanks where space is provided or by ticking [√] against the most appropriate answer.

SECTION A: BACKGROUND INFORMATION

1. **What is your designation**?   **Top Level Management:**

                                                          Middle Level Management/Supervisor/ TL:

                                                          Staff:

2. **For how long have you been working in the Organization?**
   a) Less than a year   [ ]
   b) From 1 to 5 years   [ ]
   c) From 6 to 10 years   [ ]
   d) Above 10 years   [ ]

3. **What is the Level of your Education?**
   a) Diploma level   [ ]
   b) Undergraduate level   [ ]
   c) Graduate level   [ ]
   d) Masters   [ ]
   e) Others …………………………..

SECTION B: EMPLOYEE RELATIONS MANAGEMENT PRACTICES

Please rank the following statement on Likert Scale ranging from strongly disagree to strongly agree

Where;

1= Strongly disagree 2= Disagree 3= Not sure 4= Agree and 5= Strongly agree

To what extent do you agree with the following statements on;

Displinary procedures

		5	4	3	2	1
1.	Managers of the organization are always ready to resolve employee issue using informal methods than formal methods					
2.	Managers use multiple methods to determine employee misconduct					
3.	Managers give employees an opportunity to defend themselves against allegations					
4.	Managers always use verbal communication in case of misconduct					
5.	Senior managers suspend employees in case of misconduct without terminating the salary					
6.	Employees are accompanied by a trade unionist or workmate during disciplinary hearings					
7.	The employer and employee maintain disciplinary information confidential					

Conflict management

		5	4	3	2	1
8.	Managers ensure that employees are represented appropriately in case of conflicts					
9.	Management encourage employees to seek formal permission before striking					
10.	The employer and employee respect the right of each other during conflict management					
11.	Managers always seek consensus with employees during conflict resolution workers					
12.	Mangers always interact with their employees to arrive at neutral decisions					
13.	Appropriate parties are involved in conflict management forums between the employer and employees					

| 14. | Employees always respect the decision of the managers/supervisors during conflict management | | | | | |

Trade Unionism

		5	4	3	2	1
15.	Employee seek trade union interventions if dissatisfied with employers					
16.	Union representatives are respected by employers					
17.	The employer always implements decisions of employee trade unions					
18.	Employers always encourage their employees to join trade unions					
19.	Trade unions represent workers during disciplinary actions					
20.	Trade unions always represent the welfare of employers and employees					
21.	Trade union decisions are respected by both the employer and employees					

Communication

		5	4	3	2	1
22.	The organization has decentralized structure that enhance open communication					
23.	Managers interact with their employees openly					
24.	The organization encourages interactive learning approach					
25.	The organization gives timely feedback to its employees					
26.	Employees always contribute in key decisions					
27.	Communication hierarchy is two way traffic					

Job satisfaction

		5	4	3	2	1
28.	My job makes good use of my skills and abilities					
29.	How satisfied are you with your involvement in decisions that affect your work					
30.	I am rewarded for the quality of my efforts					
31.	I feel encouraged to come up with new and better ways of doing things					
32.	I have tools and resources to do my job well					
33.	My work gives me a feeling of personal accomplishment					
34.	Overall, how satisfied are you with your job					
35.	How satisfied are you with your opportunity to get a better job in this company					

Thank you for your cooperation