

**A SURVEY OF JOB SATISFACTION AND WORK BEHAVIOURS: A
STUDY OF THE PARA-LEGAL STAFF IN THE KENYAN JUDICIARY p**

BY

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DECLARATION

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

Signed:.....yfy^rrrrf'.....Date.

CELINA GITONGA

This project has been submitted for examination with my approval as the University Supervisor

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PROF. PETER K'OBONYO

DEDICATION

To my husband Joel Gitonga, my children, Elizabeth, Suzanne and Don for their patience and support.

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I wish to acknowledge Lord God almighty through whose grace I have come to the completion of this programme. This is indeed the work of his hands.

I salute my family especially my daughter Elizabeth for her encouragement to pursue and conclude the course.

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ABSTRACT

Studies have been done on variable(s) influencing job satisfaction but none has been done on the impact of work behaviour on job satisfaction. The primary purpose of this project was to establish the relationship between job satisfaction and work behaviours among the Judiciary's paralegal staff in Kenya.

The population of interest consisted of paralegal staff in ten (10) departments in Kenya Judiciary. The data was collected using semi-structured questionnaires, which were administered through the drop and pick method. The response rate was 70 %. The data was analyzed using descriptive statistics.

The study was based on paralegal staff and the results showed high levels of job satisfaction among them. Based on the overall statement on job satisfaction, employees were satisfied with most of elements of work behaviour apart from two; pay/benefits and promotion opportunities, which did not seem to affect overall performance. However respondents felt that they were paid less than their counterparts in other institutions.

The Pearson product moment correlation coefficient was used to establish the strength, direction and significance of the relationship between perceptions of job satisfaction and work behaviours among the staff in line with the objective of the study. Work behaviours statements were correlated with the job satisfaction question (JS3) in appendix 2 parts b and c. The findings of this study showed a high correlation between work behaviour and job satisfaction. Four out of six correlated statements between work behaviour and job satisfaction in appendix 2 part b and c respectively had +1 correlation coefficient, which is a perfect positive correlation, meanings that two variables, work behaviour and job satisfaction move together in a completely linear manner.

However, there is need for Kenyan Government to improve the welfare of Judiciary's paralegal staff in order to enhance service delivery to the society. For them to improve and succeed there should be changes at the individual and organizational levels. At individual level improving employees' work behaviour, would involve basic education, involvement of staff in setting goals and objectives of their departments, provide performance appraisal, peg salary, benefits and promotions opportunities on the individual performance, provide regular feedback, encourage team work, provide conducive working environment, allow employees to defend themselves before imposing any kind of disciplinary action on them, adopt a fair and equitable policy on recruitment and selection to eliminate biasness and provide job related

training and development. The staff should also be encouraged to enhance their skills through continuous self-learning.

At organizational level top management should provide appropriate reinforcements for line managers in learning about and improving their supervision styles. It may be appropriate for the management of Kenya's Judiciary to adopt the policy of recruiting line managers with vision and charisma who are likely to bring adequate supervision styles to the staff in their department.

CHAPTER 1: INTRODUCTION

1.1 Background

In order for an organization to be successful it must continuously ensure the satisfaction of its employees. Behaviour that helps an organisation to be successful is most likely to happen when employees are satisfied. High job satisfaction indicates a strong correlation between an employee's expectation of the rewards accruing from a job and what the job actually provides. Workers who are satisfied in their jobs will be cooperative and well motivated while those who are dissatisfied are more inclined than others to: produce low quality output; go on strike; be absent from work, invoke grievance procedures and leave the organization. However, it has been established that job satisfaction does not necessarily lead to improved performance.

There are various components that are considered to be vital to job satisfaction. These variables are important because they all influence the way a person feels about their job. These components include: pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. Each of these factors figure into an individual's job satisfaction differently. One might think that pay is considered to be the most important component in job satisfaction and that poor pay may be a reason to leave a job. While this may not be the only reason people leave, it is certainly a disincentive to stay. More importantly, employees are concerned with work in an environment they enjoy.

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1.1.1 Job Satisfaction

Bennett (1997) defines job satisfaction as the extent to which employees favourably perceive their work. Job satisfaction has also been defined as "an individual's reaction to the job experience" (Berry, 1997). Locke (1983) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Various antecedents to job satisfaction have been investigated over the years, including compensation (Bassett, 1994; Locke, 1983), opportunity for advancement (Schneider *et al.*, 1992), leadership style (Stogdill, 1974), work environment (Smith, 1992) and organizational structure (Kline and Boyd, 1991).

Many scholars have attempted to explain why people feel the way they do in regard to their job. The scholars include Locke (1969), who developed the discrepancy theory, which suggests that a person's job satisfaction comes from what they feel is important rather than the fulfilment or unfulfilment of their needs. According to this theory a person's importance rating of a variable is referred to as "how much" of something is wanted. Discrepancy theory suggests that dissatisfaction will occur when a person receives less than what they want (Berry, 1997).

Lawler (1977) in his Expectancy theory believed that; a motivational framework is what drove job satisfaction. He argues that how a person measures job satisfaction is based on what they got versus what they feel they deserved. According to this theory, satisfaction is determined by the difference between the exact amount a person received and what they expected, thus dissatisfaction occurs when a person receives less or more than what was expected.

According to Berry (1977), the Social Psychologist Bandura developed the theory Social Influence Hypothesis, which describes a social effect where individuals want what they perceive others around them to want. Although different scholars have tried to develop different theories on job satisfaction, it is obvious that no one theory has exhaustively explained the factors underlying job satisfaction. Thus employers should turn to employees regarding job satisfaction, since employees are better placed to give the necessary feedback on the level of job satisfaction.

Blunt (1990), argues that job satisfaction has been a long time favourite among organizational researchers in the west. Several studies have been conducted on various aspects of job satisfaction, however owing to theoretical ambiguities and methodological limitations of the results of these studies, they have not advanced our understanding of the concept very far, and thus this necessitates further research in this area.

There are several ways through which job satisfaction can be measured; these include analyzing employee productivity level, employee retention, costs related with turnover, rates of absenteeism, quality of work, and commitment to the organization. Dessler (1999) argues that measuring the level of job satisfaction is best achieved by carrying out attitude surveys to determine employees' perception about the various variables of job satisfaction.

1.1.2 Work Behaviours in an Organization:

Various studies have been done on work behaviours and their relation to job satisfaction, organizational commitment, and absenteeism, turnover and intention to leave. On work

behaviours Gupta (2004) argues that the level of job satisfaction seems to have some relation with various aspects of work behaviours such as absenteeism, turnover, intention to leave and productivity. It is generally assumed that satisfied employees are more productive. However, research has shown that job satisfaction does not necessarily imply high performance; research reveals no relationship between job satisfaction and productivity.

According to Bennet (1997) absenteeism has cost implications to organizations. The costs associated with absenteeism include; reduced production more overtime claims to cover for absent workers, failure to meet deadlines, costs associated with extra supervision.

Mobley and his associates (Mobley, 1977; Mobley, Horner & Hollingsworth, 1978) studied some unintended consequences of intention to quit other than quitting, establishing the usefulness in explaining job behaviours that affect performance and job satisfaction. In their article, they suggested absenteeism and being fired as the unintended consequences of intention to quit. The relationship between these unintended consequences and job performance was also examined. The relationship between intention to quit and absenteeism and intention to quit and being fired was found to have a strong positive correlation. In their article they analysed the situation of employees who intended to quit but did not and concluded that intention to quit was a useful variable in explaining job behaviours that affect performance and job satisfaction in an organization.

There have been several models of turnover proposed in the last two decades. Horn and Griffeth (1995) and Maertz and Campion (1998) provide comprehensive summaries of the various theoretical frameworks. Past investigations have shown that job satisfaction and organizational commitment are antecedents to turnover intention (Horn and Griffeth, 1995). In line with these results, job satisfaction and organizational commitment are depicted as antecedents to turnover intention. For this study, job satisfaction was defined as positive emotions an employee has toward his or her job (Locke, 1976); organizational commitment as the extent to which individuals feel loyal to their organization (Price, 1997); and turnover intention as one's propensity to leave (Lyons, 1971).

There is a substantial body of literature that has reported that job satisfaction is negatively related to turnover intention (Griffeth, Horn, & Gaertner, 2000; Currivan, 1999). As a result, there is a direct correlation between job satisfaction and turnover intention. The hypothesized relationships are that satisfaction, with aspects of the job related to the client organization, will be negatively related to intention to quit and the client organization.

Again, there is a substantial body of research that has found that organizational commitment is negatively related to intention to quit. (Horn & Griffith, 1995; Mathieu & Zajac, 1990; Mowday, et al., 1982). In which organizational commitment for the client organization will be negatively associated with intention to quit the client organization. It is quite likely that this employee may be committed to the client organization in which he or she is currently working. Conversely, job satisfaction with the client organization may cause more organizational commitment toward the client organization.

Other studies have been done to find out whether intention to quit can be useful in explaining job satisfaction. These studies have also attempted to establish the relationship between intention to quit and absenteeism. A positive correlation has been found between intention to quit and absenteeism but the strength of the correlation is moderated by whether or not absenteeism and quitting can serve a common purpose for the employee and whether or not absenteeism is under the control of the employee. The job dissatisfaction of an employee who intends to quit could be expected to lead to poorer job performance due to absenteeism and in turn may lead to being fired. The unintended consequences of intention to quit affect job performance.

Mobley (1977), Mobley, Horner and Hollingsworth, (1978) developed a model which attempted to explain that intention to quit usually precedes quitting. The main question was can intention to quit other than quitting be a variable in explaining job behaviours in an organization? The findings were that the answer to this question could be in the affirmative since the consequences of intention to quit affect performance. There is a positive correlation, albeit smaller, between intention to quit and performance. Intention to quit and performance will in turn be affected by the relationship between absenteeism and job performance.

1.1.3 Factors Affecting Job Satisfaction

According to Armstrong (2004) the level of job satisfaction is affected by both intrinsic and extrinsic factors, which include; quality of supervision, relationships with colleagues and the degree of success or failure. Bennet (1997) also discussed the factors that affect job satisfaction which include: performance; age; interpersonal relation within a working

group; quality of supervision; job content; pay and working conditions; status of the job and ease of communication within the organization.

1.1.4 Link between Job Satisfaction and Work Behaviours

Gupta (2004) argues that job satisfaction is an integral component of organizational health and an important element in industrial relations. The level of job satisfaction seems to have some relation with various aspects of work behaviour such as accidents, absenteeism, turnover and productivity. Studies have shown varying degrees of the relationship between job satisfaction and these factors of work behaviour, but whether work behaviour is the cause or effect of job satisfaction is not clear. Some of the studies carried out indicated a correlation between the following: accidents and job satisfaction; job satisfaction and absenteeism; job satisfaction and unions; job satisfaction and turnover; job satisfaction and productivity.

Ahmed et.al (1997) in his research on the relationship between accidents and job satisfaction found that satisfied employees tend to cause fewer accidents. While Sharma and Sinha (1992) in their research yielded inconclusive results. Most studies showed that low absentee employees were more satisfied with their jobs. ^Arya (1994) on the other hand argues that unionised workers tend to be more satisfied than those in organizations with poor industrial relations.

According to Gupta (2004) labour turnover refers to the rate of change of workforce of an organization during a given time. Less satisfied employees are more likely to quit their jobs than more satisfied employees. High rate of turnover indicates that there is a problem with the health of the organization. It may also mean poor personal practices

and, poor supervision. It is a sign of low morale. It is generally assumed that satisfied employees are more productive although research reveals no relationship between job satisfaction and productivity. Herzberg et.al (1959)

Tyson and Jackson (2003) look at the reverse of job satisfaction at work and conclude that: when people are not satisfied with their work they tend to be frustrated with their work. He argues that frustration can take one of the following four major forms; fixation; regression; withdrawal and depression. Fixation is a condition where people repeatedly argue in meetings or continue to solve problems with outdated solutions; regression is seen in behaviour such as sulking, tantrums or immature behaviour and may cause depression and withdrawal. It is concerned with attempts by the individual to actually remove his or her behaviour from the work place and would include absenteeism, turnover, extended lunch hours and tea breaks; aggression can take the ultimate form: that of sabotage or damaging equipment, or malicious gossip, or simply voicing superficial grievances, excessive grievances and jealousy at the work place. Work behaviours vary from organisation to organisation since the factors of job satisfaction impact on people differently. Some of the findings of the studies also came up with inconclusive results, thus necessitating need for further research.

1.1.5 The Kenyan Judiciary and the Para-Legal Staff

Section 60 of the Constitution of Kenya establishes the Judiciary as an autonomous arm of government, with three main functions: administration of justice; formulation and implementation of judicial policies; and compilation and dissemination of case law and other legal information for effective administration of justice.

The Judiciary has two major divisions, namely: Legal and Paralegal. The legal division comprises the Court of appeal, the High court, and the Subordinate courts, (the Magistrates and the Kadhis Courts).

The Para-legal division comprises officers who provide support services in areas of: Human Resource Management. Accounts, Planning, Procurement, Library, Court Registry administration. Transport and Office services. This category forms the bulk of the Judiciary as shown in the comparative table below:

Table 1.1: Staff Establishment for Legal and Paralegal Staff

PARALEGAL STAFF	NO. OF STAFF	LEGAL STAFF	NO. OF STAFF
Human Resource Management Officers	19	Judges	57
Accountants	107	Magistrates	273
Procurement Officer	7	Kadhis	17
Librarians /Archivists	73		
Executive officers	354		
Secretarial staff	352		
Clerical officers, Drivers and Messesgerial Staff	1252		

Source: Establishment Records at the Human Resource department, the Kenyan Judiciary

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Although paralegal staff form the bulk of the judiciary and have a critical role in fulfilling the mandate of the Judiciary, they are often considered non-core. They are graded and

remunerated lower than the legal staff, with large salary differentials, as shown in the table below.

Table 1.2: Highest and lowest monthly salaries for different cadres of staff

GRADE	PAY
The highest paid legal staff	Kshs.980,000
The highest paid professional Paralegal staff	Kshs. 160,000
The lowest paid legal staff	Kshs. 56.000
The lowest paid professional paralegal staff	Kshs. 27,000
The lowest paid non-professional paralegal	Kshs. 9,000

Source: Salary circular, HR department, the Kenya Judiciary

Facts in table 2 indicate the level of disparity in remuneration of staff between the legal and paralegal staff which has been a major cause of low job satisfaction among the paralegal staff. According to the Judiciary strategic plan 2005-2008 the current organisation structure also reveals that most paralegal staff are placed low in the organisational structure and are supervised by legal staff who in some cases possess lower qualifications or in other cases have less understanding of the job they supervise. The judiciary's Strategic plan 2005-2008 identifies the main weakness of the Kenyan judiciary to include delays in determining of cases, partly caused by shortage of staff (due to turnover) and low morale due to poor terms and conditions of service.

In the report of the Committee on Administration of Justice (1998), it was recommended that the retirement age of paralegal staff be maintained at 55 years of age, while that of the legal staff be enhanced to 60 years. Judges who form part of the legal category retire

at the age of 74 years as provided for in the Constitution of Kenya. It also recommended that all paralegal staff over 55 years who were serving on contract be terminated to make way for younger officers. Other weaknesses highlighted were lack of inappropriate policy and institutional framework on the administration of Courts, Human Resources, financial and procurement management. It was found that the organisation structure and reporting lines are unclear, inadequate physical facilities thus affecting employee morale, which also led to corrupt practices. These weaknesses were found to impact job satisfaction.

The same report viewed corruption a result of poor remuneration especially among the paralegal staff. Other reports which have highlighted the need for better pay for all employees of the Judiciary as a way of improving performance and productivity include; the Daily Nation of 18th September 2001 in which the Law Society of Kenya supported the move to increase not only the judge's salaries and allowances but also of other staff. The Law Society emphasized the need to have an independent judiciary by ensuring that the persons who serve in it are sufficiently remunerated to secure their individual financial independence. According to the Chairperson of the L.S.K, there was need to look into the remuneration of the other court officials because they also played an important role in administration of justice.

The Chairperson of the International Commission of Jurists (ICJ) in the same newspaper report said that the rise in salary of the Judges only, was likely to raise feelings of jealousy and resentment among the paralegal staff. He added that corruption in judiciary was an attitude that could not be eliminated merely by increment in salary, meaning there were other job factors that needed to be addressed besides salaries. Daily nation of 18th September 2001 also reported that a police officer was concerned that if other court

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officials (paralegal) were left out in salary increases, it would start to justify corruption to gain parity with the judges. Corrupt practices in the Kenyan Judiciary have been seen and highlighted by the Kenyan media at length.

The Central Organization of Trade Unions (COTU) Chairperson argued in the same newspaper that although the expectations of financial rewards for the judiciary were expected to improve quality and quantity of service delivery, he was concerned that if paralegal staff were left out, this would encourage underhand dealings, which frustrate cases trying to reach the bench. However, despite the strong sentiments from different quarters that improvement of remuneration be done for paralegal staff in the interest of the whole society, very little was done to improve the terms, thus the disparity still exists and the concerns raised including survival corruption, jealousy, resentment, turnover have been seen. Tables 3 and 4 indicate the levels of turnover and absenteeism among the Kenyan Judiciary Paralegal staff.

Table 1.3: Paralegal staff turnover between 2003/2007

S/NO.	DESIGNATION	2007	2006	2005	2004	2003	TOTAL
1.	Executive Officers	12	6	10	12	5	45
2.	Clerical Officers	12	24	28	51	27	142
3.	Process Servers	11	1	8	8	8	36
4.	Secretarial Staff	8	7	11	9	12	47
5.	Court Bailiff	5	1	4	2	1	13
6.	Chief Librarian	.	.	1	.	.	1
7.	Accountants	2	4	2	1	1	10
8.	Drivers	.	5	2	.	3	8
9.	Subordinate Staff	4	12	10	22	12	60
10.	Human Resource Officers	.	2	1	.	.	3
11.	Security Warden	.	.	1	.	.	1
12.	Senior Archives Assistant	.	1	.	.	1	2
13.	Telephone Operators	.	.	.	2	2	4
14.	Supplies Officers	1	.	.	1	2	4
15.	Senior Library Assistant	.	.	.	1	.	1
TOTAL		55	61	78	109	74	377

Source: Staff turnover and absenteeism records - Human Resource Department of the Kenyan Judiciary

Table 1.4: Cases of Absence from work between 2003 and 2007

S/NO.	YEAR	NUMBER OF CASES
1.	2000	7
2.	2001	16
3.	2002	19
4.	2003	43
5.	2005	37
6.	2006	34
7.	2007	15
	TOTAL	111

1.2 Statement of the Problem

The employees' attitudes towards the issues of inequity outlined above affect their level of job satisfaction. The Judiciary's paralegal staff have shown low morale in their work as evidenced by high turnover among them, high rate of absenteeism, and complaints of complacency by consumers of justice (Report of the Committee on the Administration of Justice 1998); The same concerns appeared in the report of the Integrity and Anti-Corruption Committee of the Judiciary (2003) and the media highlight (Daily Nation September 2001). These issues have raised concern at the Judiciary and have been included in the strategic plan, 2005-2008. The high rates of turnover and absenteeism among the paralegal staff have impacted negatively on the dispensation of justice as quality of service delivery is hampered when service counters and desks are left unattended and survival corruption becomes a precondition for service as highlighted by National Corruption perception Survey (June 2006). Transparency International (2001) in

its report also ranked the judiciary sixth among the most corrupt public institutions in Kenya. This report and others reveal decreasing levels of job satisfaction and morale, which reflect the effect of inequity.

Studies have linked turnover and absenteeism to low job satisfaction. Okoth (2003) surveyed the factors that determine the level of job satisfaction among teachers in top ranking private secondary schools in Nairobi. Although these studies have been done on employee job satisfaction, the respondents were generally from a homogenous group with respect to terms and conditions of service and thus did not resemble the type of distinction existing between legal and non-legal staff in the judiciary. It is these differences that have given impetus for this study.

The following research questions arise from the statement of the problem:

1. What is the relationship between job satisfaction and work behaviours of the Judiciary's paralegal staff in Kenya?
2. What are the factors that influence the relationship between job satisfaction and work behaviours among the Judiciary's paralegal staff in Kenya?

1.3 Objectives of the Study

1. To establish the relationship between job satisfaction and work behaviours among the Judiciary's paralegal staff in Kenya.
2. To determine the factors that influences the relationship between job satisfaction and work behaviours of the paralegal employees in the Kenyan judiciary.

1.4 Significance of the Study

The study will make a significant contribution to organisations in Kenya, as it will provide insight on job satisfaction and work behaviours.

For the management of the Kenya judiciary, it will form a basis for implementing the strategic plan, 2005-2008 in terms of policy changes that would enhance job satisfaction among the judiciary paralegal staff thus increasing service delivery to the consumers of justice.

The study will encourage and reinforce the interest of human resource and other managers of various organizations in job satisfaction as a tool for increasing productivity improve work performance and remain competitive in today's rapidly changing workplace. For the employees, it will act as a policy guideline for the principals or employers to ensure that they are properly remunerated and valued by the organization which will in turn make them more productive in the organizations.

This study will also add to the existing knowledge and stimulate further research on different aspects of job satisfaction and work behaviours. For students of human resource management, the research will act as a launch pad for added interest in further research in fields related to job satisfaction and work behaviour.

The finding of the study will also be important for the government agencies in implementing further policy changes in their departments as a means of enhancing job satisfaction, improving work performance and productivity thus improving on negative work behaviours.

1.5 The Scope of the Study

As mentioned previously the Judiciary has two major divisions namely: Legal and Paralegal. This research will be limited to the latter category, which comprises 2546 Staff members.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

According to Blunt (1990) Job satisfaction has been a long time favourite among organizational researchers in the west. Thousands of studies have been conducted on issues involving it, however owing to theoretical ambiguities and methodological limitations of the results of these researches they have not advanced our understanding of the concept very far. Studies done include those by Taylor (1977) where a number of important inferences about the 'psychological' requirement for satisfying work have been drawn and formed starting point for several models of job design Clocke (1996) e.g. job characteristics model of Hackman and Oldham (1976, 1980)

Kreitner (1983) outlined other studies done on job satisfaction which included the survey done in the 1970s by Michigan's Survey Research Centre which found that a common complaint among today's better educated work force in America was the lack of challenge and self direction in their work. The findings were:

36% of American workers felt underutilized 32% believed they are 'overeducated 'for their jobs, and more than 50% complained about a lack of control over the days they work and their job assignment. Overspecialized work that is deficient in challenge was seen as a prime cause of lower job satisfaction.

2.2 Job Satisfaction

The main theoretical approaches to Job satisfaction include: Need Fulfilment theory; Equity theory; Two-factor theory; Discrepancy theory and Equity- Discrepancy theory. Need fulfilment theory, advanced by Maslow (1970) proposed that a person is satisfied when he gets from his job what he wants. Maslow saw satisfaction of needs in a hierarchical order. Schaffer (1953) says "job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied" Thus job satisfaction is viewed as a function of the degree to which the employee's needs are fulfilled in the job situation.

Two factor theory- Fredrick Herzberg (1950) and his colleagues developed the two-factor theory. According to this theory satisfaction and dissatisfaction are interdependent. The hygiene factors described as characteristics of the workplace include: company policies, working conditions, pay, co-workers, and supervision among others. These factors can make people unhappy if they are poorly managed, however no matter how good these factors are they will never make people truly satisfied or motivated to do a good job. The second category of factors is known as motivators. Motivators are described as the nature of work itself, the actual job responsibility, an opportunity for personal growth and recognition, the feeling of achievement that the job provides. When these factors are present, jobs are presumed to be both satisfying and motivating for most workers

In equity theory, job satisfaction is viewed as a function of the degree to which job characteristics meet desires of the reference group. Equity theory takes into account not only the needs of an individual but also the opinion of the reference group to which the individual looks for guidance Schaffer (1953). In Discrepancy theory, job satisfaction

depends upon what a person actually receives from his job (Lawler 1977). When the reward actually received is less than the expected rewards it caused dissatisfaction. This theory fails to reveal whether over satisfaction is or is not a dimension of dissatisfaction. Finally there is the Equity- Discrepancy theory, which is a combination of the Equity and Discrepancy theories.

Job satisfaction as defined by Vroom (1972) is "a positive orientation of an individual towards the work role, which he is presently occupied". Job satisfaction has a relationship with various variables such as achievement, advancement, job design, job enhancement, teamwork, promotion, co-operation, job stress, mentoring and training needs, the development, measurement and recognition of successes.

Armstrong (2004) refers to job satisfaction as the attitudes and feelings employees have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative unfavorable attitudes towards the job indicate job dissatisfaction. He says morale is often defined as being equivalent to job satisfaction. Guion (1958) on the other hand defines morale as the "extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total work situation." Berry (1997) defined job satisfaction as an "individual's reaction to the job experience".

Gupta (2004) defines job satisfaction as the end feeling of a person after performing a task. To the extent that a person's job fulfils his dominant needs and is consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. He further differentiates job

satisfaction from morale and motivation. He sees motivation as referring to willingness to work, satisfaction on the other hand implies a positive emotional state and morale implies a general attitude towards work and work environment. However, job satisfaction may be considered a dimension of morale and morale could also be a source of satisfaction.

2.3 Factors that are Associated with Job Satisfaction

Job satisfaction cannot be isolated from job design since how jobs are designed determines whether an employee will be satisfied with the job or not. Schermer (1989) defines Job design as the process through which specific work tasks are allocated to individuals or groups. Job design addresses job content and job context. The strategies used in job design have been found to include: job simplification, job enlargement and rotation and job enrichment, which impact on job satisfaction.

Job simplification involves standardizing work procedures and employing people in clearly defined and highly specialized tasks. Simplified jobs are very narrow in scope and have been challenged. Fredrick W. Taylor's scientific management movement created the notion that increased specialization of labour was the key to productivity. In the recent years, however, the practice of creating evermore-specialized jobs has been challenged. The basis of this is the "human factor". Costly tardiness, absenteeism, grievances, turnover, strikes and even sabotage began to offset the traditional economies of specialization. The behavioural problems that resulted were emotional reactions to tedious, boring, and monotonous jobs. Per unit cost of production also declined as specialization increased thus excessive specialization of labour drove up unit cost. Job simplification is thus a major cause of job dissatisfaction; Job rotation and enlargement

are job design strategies that increase the number of variety of tasks performed by a worker, they both expand job scope. They help to reduce absenteeism, boredom at moderate level and increase job satisfaction moderately.

The other important strategy to job design and job satisfaction is job enrichment, which is based on Herzberg's Two-Factor Theory. Herzberg (1950) recommends job enrichment as the practice of building satisfier factors into job content. "If you want people to do a good job, give them a good job to do" he believes job enrichment is the solution to this. Job enrichment expands not just job scope but also job depth, thus increases job satisfaction.

Bateman (1993) on Fredrick Herzberg's Two-Factor Theory distinguishes between two broad categories of factors that affect people at work. Firstly, hygiene factors which he describes as characteristics of the workplace; company policies, working conditions, pay, co-workers, and supervision among others. These factors can make people unhappy if they are poorly managed, however no matter how good these factors are they will never make people truly satisfied or motivated to do a good job.

According to Herzberg (1950), the key to true job satisfaction and motivation to perform lies in the second category of factors known as motivators. The motivators design the job itself, i.e. what people do at work. Motivators are described as the nature of work itself, the actual job responsibility, an opportunity for personal growth and recognition, the feeling of achievement that the job provides; when these factors are present jobs are presumed to be both satisfying and motivating for most workers.

Bateman (1993) on Hackman and Oldham model of job design says that well designed jobs lead to high motivation, high quality performance, high satisfaction, low absenteeism and turnover. These outcomes occur when employees experience three critical psychological states. Firstly, when they believe they are doing something meaningful because their work is important to other people; secondly when they feel personally responsible for how the work turns out and thirdly when they learn how well they performed their job. Psychological states occur when the employees are working on enriched jobs, i.e. jobs that offer the following job dimensions: skill variety, different job activities involving several skills and abilities; task identity-the completion of a whole identifiable piece of work; task significance- an important positive impact on the lives of others; autonomy- independence and discretion in making decisions and feedback-when they receive information on their performance. If this is done individual employees will be satisfied with their jobs. Gupta (2004) classifies factors influencing job satisfaction into two major categories; namely: environmental/ organizational and personal factors

2.3.1 Environmental Factors/ Organizational Factors

These are factors that relate to the organization and work environment and include job content, occupational levels, pay and promotion, work group and supervision.

Job content - where the job is less specialized there is higher satisfaction. According to Herzberg (1950) job content in terms of achievement, recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not cause dissatisfaction.

Occupational levels - the higher the level of the job in the organization the greater the satisfaction of the individual. Studies done by Van Haller Gilmer (1961 Page 20) revealed that professional people were the most satisfied with their jobs followed by salaried workers and factor workers in that order.

Pay and promotion - According to Gupta (2004) all other things being equal higher pay and better opportunities lead to higher job satisfaction. Gransky (1966) put rewards among the most important factors which influence the strength of a person's attachment to an organisation. He argues that if one cannot obtain desired rewards he will leave the organisation.

Work group - Job satisfaction is generally high when his peers accept an individual peer since man naturally has need for affiliation.

Supervision - Gupta (2004) suggests that considerate supervision tends to improve job satisfaction of Workers. The opportunity accorded workers to participate in decision-making process may lead to higher job satisfaction. Employee satisfaction from supervisory behaviour may, however, be more dependent upon the influence the supervisor exercises on his own superior.

2.3.2 Personal Factors

Personal factors include age, sex, educational level, marital status and experience.

Age - Older workers tend to be more satisfied probably since they have adjusted to their work conditions.

Sex - One study revealed that women tend to be less satisfied due to fewer promotion opportunities.

Educational level - Generally more educated employees tend to be less satisfied with their jobs probably due to their higher job aspirations

Marital status - The general impression is that the married employees tend to be more dissatisfied due to their greater responsibilities.

Experience - where job satisfaction tends to increase with increasing years of experience.

Mullins (2002) observes that a wide range of variables relating to individual, social, cultural, organization and environment, affects the level of job satisfaction. Gibson (1970) says elimination of all job satisfaction and the achievement of the "perfect morale is impossible"¹ because as soon as people become more pleased about some things they become upset with others. He points out that satisfaction, age and seniority appear to be consistently related; satisfaction tends to increase with age until a few years before retirement. This is because although a person's duties may be reduced because of diminished energy, it is more likely that satisfaction declines because the individual no longer perceives any opportunity to be rewarded for good performance.

High performance could lead to job satisfaction rather than vice versa; for example, attainment of stiff targets generates a sense of achievement and hence pleasure in completing the work, especially if high performance results in higher financial rewards. Equally if rewards accruing improved performance are regarded inadequate, the worker

will experience job dissatisfaction; in either case it is feedback on the consequence of performance that determines satisfaction. Older employees tend to have lower expectations and hence are more satisfied. Gupta (2004) argues that workers in the advanced age group tend to be more satisfied, probably because they have adjusted to their job conditions. However, there is a sharp decline after a point because of aspiring for better jobs.

Employees who feel they are an integral part of a tightly knit group and who support its norms and objectives will probably experience higher job satisfaction than others. Man is a social animal and likes to be associated with others in interactions in the work group. According to Gupta (2004), job satisfaction is generally high when an individual is accepted by his peers and has high need for affiliation.

The style of leadership applied by managers to their subordinates can influence job satisfaction. Satisfaction is highest when managers/supervisors apply participative employee leadership styles, while considerate supervision on the other hand tends to improve job satisfaction. Work that involves varied interesting and challenging duties is more likely to create satisfaction. According to Herzberg (1957), although job content in terms of achievement, recognition, achievement, responsibility and the work itself tend to provide satisfaction, the absence of these factors in the job content does not necessarily cause dissatisfaction. Wages represent an index of the value of a worker's job. Working conditions affect the physical comfort of the employee while completing tasks.

Employees who occupy higher-level positions in an organization are on average more satisfied with their jobs. Gilmer (1961) argues that the higher the level of the job in the

organisation hierarchy, the greater the satisfaction of an individual. This is because positions at a higher level are generally better paid, more challenging and provide greater freedom of operation. Such jobs call for greater prestige, self-control and higher satisfaction. Workers in large organizations sometimes experience low job satisfaction because of interpersonal communication difficulties, which create frustration and feelings of inability to influence events that affect their working lives.

2.3.3 Implications of Job Satisfaction to Organisations

Gupta (2004) argues that job satisfaction impacts on the health of an organisation. When employees are satisfied they cooperate and are motivated to work and achieve the organisations objectives. However, when employees are not satisfied, they will most likely: produce low quality work; go on strike; be absent from work; invoke grievance procedures or leave the organization altogether. These behaviours on the overall may affect the performance of the organisation, in terms of hiring costs, loss of production, increased accidents and general disruption of the working environment.

Bennet (1997) argues that absenteeism is a major source of cost and disruption in British companies. The UK Industry was losing 200 million working days each year due to deliberate non-attendance. Losses attributable to absenteeism include reduced production, sick pay, the need for additional overtime to cover for absent workers, hassles resulting from having to reschedule projects, failure to meet deadlines, additional and clerical supervision expenses. High turnover has been found to increase the costs of recruitment, training and loss of production time, poor employee morale, safety issues and poor customer relations. Grievances also interfere with smooth running of the organizations

operations since they create ill feelings among employees and is time wasting to the organisation.

2.4 Measures of Job Satisfaction

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

Job satisfaction levels are determined by carrying out attitude surveys. Attitudes influence behaviors; a person's attitude has been found to influence his or her performance and behavior at work. Dessler (1999) defined an attitude as a predisposition to respond to objects, people, or events in either a positive or negative way. According to Broom (1972) Job satisfaction level may be measured through employee's feelings about: pay, work itself, benefits, career advancement, co-worker performance, supervisory consideration, supervisory promotion of teamwork and participation, supervisory instructions/ guidance, communication, human resource/ personnel policies, concern for employees, productivity/ efficiency^ training and development, physical working conditions, strategy/ mission, recognition, other job options and comparative information.

Job satisfaction can also be measured by looking at employee productivity levels, employee retention and costs related with turnover, rates of absenteeism, quality of work and output and commitment to the organization.

Quinn (1974) identified two types of job satisfaction measures: single-question versus multiple-item measures. Single-question measures typically ask a question such as, "On the whole would you say you are satisfied or dissatisfied with the work you do?" and its variant, "All in all, would you say you are satisfied or dissatisfied with your job?" Multiple-item measures, on the other hand, ask respondents to rate various aspects of their job on a scale running from (say) levels of dissatisfaction to levels of satisfaction.

Werther (1993) says that an effective department is one that meets both company objectives and employee needs. When employee needs are unmet, turnover, absenteeism and union activities are more likely. He recommends audit of employee satisfaction as a means of learning how well employee needs are met. In auditing employee satisfaction levels he says an audit team gathers information about wages, benefits, career planning assistance, and the feed back employees receive about performance.

2.5 Job Satisfaction, Performance and Other Work Behaviors

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

Nzuve (1992) observes that job content is a critical determinant of whether employees believe that good performance on the job leads to feelings of accomplishment, growth and self-esteem i.e. finding jobs to be intrinsically motivating. He argues that there are three characteristics which jobs must possess if they are to arouse higher order need to create conditions such that will lead to good performance: Firstly, the individual must receive meaningful feedback about their performances; secondly the job must be perceived by individuals as requiring him to use abilities that he values in order for him to perform the job effectively; thirdly, the individual must feel he has a high degree of self control over setting his own goals and over defining the paths of these goals.

Luthans (1995) says that the relationship between job satisfaction and performance has been an issue of continuing debate and controversy. He adds that although most people assume a positive relationship, the respondent of research evidence indicates that there is no strong linkage between satisfaction and productivity.

On work behaviour Gupta (2004) argues that the level of job satisfaction seems to have some relation with various aspects of work behaviour such as absenteeism, turnover and productivity. Studies have shown varying degrees of relationships between job satisfaction and these factors of work behaviour, but whether work behaviour is the cause or effect of job satisfaction is not clear. It is generally assumed that satisfied employees are more productive. Job satisfaction does not necessarily imply high performance; research reveals no relationship between job satisfaction and productivity.

Mobley and his associates (Mobley? 1977; Mobley, Horner & Hollingsworth, 1978) studied some unintended consequences of intention to quit other than quitting,

establishing the usefulness in explaining job behaviours that affect performance and that of job satisfaction. In their article, they suggested absenteeism and being fired as the unintended consequences of intention to quit. The relationship between these unintended consequences and job performance was also examined. The relationship between intention to quit and absenteeism and intention to quit and being fired had a strong positive correlation. In their article they analysed the situation of employees who intended to quit but did not and concluded that intention to quit was a useful variable in explaining job behaviours that affect performance and job satisfaction.

2.6 Conceptual Frame work

Bennet (1977) defines job satisfaction as the extent to which employees favourably perceive their work. As a result, high job satisfaction indicates a strong correlation between an employee's expectation of rewards accruing from a job and what the job actually provides.

There are various variables that are considered vital to job satisfaction since they influence the way a person feels about a job. These variables form the basis for the conceptual framework of the study and they include: pay, promotion, benefits, supervision, co-workers, work conditions^ communication, performance, safety, productivity, training, working environment and the work itself. The links among these factors are presented diagrammatically in figure 1.

CONDITIONS OF WORK:

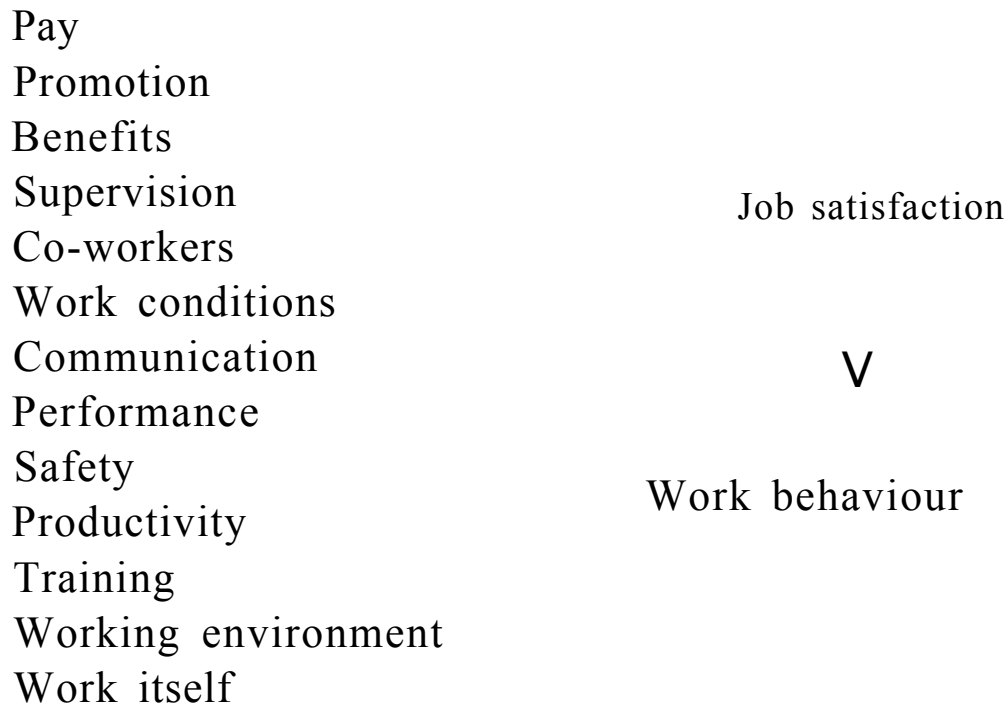


Fig 1. Relationship between conditions of work, job satisfaction and work behaviours

As explained in the diagram, the dependant variable is job satisfaction. For workers in any organization to be able to attain better job satisfaction, they have to be able to attain a positive attitude towards the independent variables provided in the organization as mentioned in the diagram. As a result, the organization is able to attain positive work behaviours. Job performance is enhanced on the part of the employees; as a result, the organization is able to reduce staff turnover, absenteeism and union activity.

2.7 Summary of Literature Review

Job satisfaction is a complex concept, which cannot be fully explained by any one theory. Many theories as indicated above have been advanced but the debate still goes on. From

the discussions above it is clear that there are various factors and work behaviours that affect job satisfaction and there is a wide range of variables, which relate to the individual, social, cultural, organizational and environmental factors as explained above. It has also been found that there are various measures of job satisfaction including attitude survey and human resource audit. The most common measure of job satisfaction is by carrying out attitude surveys.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

The survey research design was used in this study. This is considered appropriate because of the cross section nature of the data and the implied comparative analysis that were done.

3.2 Population

The population of the study comprised Judiciary's paralegal staff in Kenya, who is 2546 in total. The organizational structure and a list of the various departments are attached.

3.3 Sample

Stratified random sampling was used to select respondent groups of paralegal staff from various departments. Simple random sampling was used to select sample from each stratum. A sample of 30% or 77 of the paralegal staff was selected. A sampling frame was obtained from the Human Resource Department. The population strata consisted of departments as shown in table below.

Table 3.5: Distribution of Paralegal Staff by Department

Departments	No. Staff	Sample
Human Resource Department	59	2
Accounting Department	153	4
Procurement Department	22	1
Court Administration	1672	50
Central panning unit	12	1
Library /Archives	87	2
Office services	460	13
Transport Department	59	2
Information Technology Department	14	1
Public Relations	8	1
Total	2546	77

Source: Establishment Records Human Resource department, the Kenyan Judiciary

3.4 Data Collection

Questionnaires were used to collect data for this research. The questionnaires consisted mainly of both open ended and a few close-ended questions. The questionnaires were administered to the sampled employees in the various departments. The questionnaire will be divided into 3 sections A, B, and C. Section A collected data on the profiles of the respondents; Section B collected data on the level of job satisfaction while Section C contained questions concerning work behaviours, namely turnover absenteeism and intention to quit.

3.5 Data Analysis

Data was analysed and presented using descriptive statistics such as mean scores, percentages and frequencies to test the relationship between job satisfaction and employee turnover and between job satisfaction and absenteeism.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

4.1 Introduction

Data for this study were collected from ten (10) departments of Judiciary's paralegal staff in Kenya as indicated in appendix 3. This chapter covers data analysis and findings of the research. Descriptive statistics, including percentages and frequencies are used to summarize the data.

4.1.1 Data Analysis

The objective of the study was to establish the relationship between job satisfaction and work behaviours among the Judiciary's paralegal staff in Kenya. A questionnaire was used to collect the relevant data. Data from the questionnaires was then analyzed using the Statistical Package for Social Science (SPSS). Findings are presented below.

4.1.2 Response Rate

The Sample of the study consisted of seventy seven (77) respondents from various departments within the Judiciary's paralegal staff in Kenya. Of the 77 sampled respondents, 54 responded by duly completing the questionnaires and returning them. This constituted 70% which is considered to be a reasonably high response rate.

4.1.3 Age of respondents

From the research data it was found that 48% of the respondents ranged in age from 30 to 39 years, 13% were aged 29 years and below, 28% were over 50 years and 9% were ranged from 40 to 49 years. These findings are summarized in table 4.1.

Table 4.1: Age of respondents

Age	Frequency	Percent
29 and below	7	13.1
30-39 years	26	48.1
40-49 years	5	9.3
Over 50 years	15	27.8

This shows that majority of employees are in the bracket of 30 to 39 years and 29 and below; this category is yet to ascend to management positions to set their own goals and targets to achieve at the place of work, hence the apparent reason for their dissatisfaction. This finding concurs with Nzuve's (1992) observation that the job must be perceived by the individual as one that gives him/her a high degree of self control over setting his goals and defining the paths to achieving the goals. It is also consistent with Oldcorn's (1996) proposition that unless the individual's work is designed in away that gives satisfaction to the employee productivity is unlikely to result. In addition, from the above table it can be noted that those aged over 50 years had an average age of 28%. This is a true reflection and can be supported by Gupta's (2004) argument that workers in the advanced age group tend to be more satisfied, probably because they have adjusted to their job conditions.

4.1.4 Length of service

From the research, it was observed that 40% of the respondents had worked for ten years, 9% had worked for a period ranging from one to three years, while 50% had worked from six to ten years. As a result, their responses were a true representative of the paralegal staff opinion on job satisfaction and work behavior.

4.1.5 Job title

From the data analysis, 32% of the respondents were clerical officers, 13% were executive officers, 9% were librarians, and 6% comprised of accountants, drivers,

procurements officers and human resource officers. Less than 5% were in other departments like process servers, artisans, support staff, charge hands, e.t.c.

4.2 Job satisfaction

The respondents were asked to rate their level of satisfaction with different facets of the job on a five - point Likert scale. The results are summarized in table 4.2.

Table 4.2: Respondents' Levels of Job satisfaction

NO.	Measures of Job Satisfaction	Very Satisfied		Satisfied		Some what satisfied		Less Satisfied		Do not Know	
		No.	%	No.	%	No.	%	No.	%	No.	%
1	Level of satisfaction with regard to salary	0	0	3	5.6	9	16.7	42	77.8	0	0
2	Level of satisfaction with regard to benefits	0	0	8	14.8	17	31.5	28	51.9	0	0
3	Level of satisfaction with regard to overall performance	0	0	2	3.7	11	20.4	39	72.2	2	3.7
4	Level of satisfaction with regard to administration of pension plan	1	1.9	6	11.1	15	27.8	30	55.6	2	3.7
5	Level of satisfaction with regard to workload	8	14.8	15	27.8	12	22.2	19	35.2	0	0
6	Level of satisfaction with regard to flexibility of working hours	5	9.3	25	46.3	11	20.4	13	24.1	0	0
7	Level of satisfaction with regard to physical working environment	0	0	13	24.1	24	44.4	17	31.5	0	0
8	Level of satisfaction with regard to opportunity for advancement	0	0	8	14.8	14	25.9	31	57.4	1	1.9
9	Level of satisfaction with regard to job security	3	5.6	15	27.8	16	29.6	20	37.0	0	0
11	Level of satisfaction with regard to ability to influence decisions about oneself	3	5.6	11	20.4	13	24.1	27	50.0	0	0
12	Level of satisfaction with regard to ability to use ICT	4	7.4	8	14.8	7	13.0	34	63.0	1	1.9
13	Level of satisfaction with regard to promotion and advancement opportunity	2	3.7 %	8	14.8	9	16.7	34	63.0	1	1.9
14	Level of satisfaction with regard to access to organization sponsored training and seminars	3	5.6	6	11.1	12	22.2	32	59.3	1	1.9

15	Level of satisfaction with regard to recognition received from supervisors	12	22.2	11	20.4	10	18.5	21	38.9	0	0
16	Level of satisfaction with regard to overall relationship with supervisors	15	27.8	21	38.9	8	14.8	10	18.5	0	0
17	Level of satisfaction with regard to the relationship with peers	15	27.8	32	59.3	1	1.9	6	11.1	0	0

Further analysis of table 4.2 reveals that 77.8% of the respondents were less satisfied with the salary, 17% were somewhat satisfied while 6% were satisfied with the salary provided. At the same time, 52% were less satisfied with benefits provided, 32% somewhat satisfied and 15% satisfied with the benefits provided. With regard to the level of satisfaction with the link between performance and level of pay, 72% were less satisfied, 20% somewhat satisfied and 4% satisfied. In terms of administration of pension plan, 56% of the respondents were less satisfied. 28% somewhat satisfied. 11% satisfied and 2% were very satisfied. In regard to workload, 35% were less satisfied, 22% somewhat satisfied, 28% satisfied and 15% very satisfied. In regard to flexibility of working hours, 24% were less satisfied, 20% somewhat satisfied, 46% satisfied and 9% very satisfied.

32% of the respondents were less satisfied with the physical working environment, 44% were somewhat satisfied and at the same time 24% of the respondents were satisfied. In regard to opportunity for advancement, 57% were less satisfied, 26% were somewhat satisfied, and 15% were satisfied. In regard to job security, 37% were less satisfied, 39% were somewhat satisfied, 28% were satisfied and 6% were very satisfied.

In terms of ability to influence decisions about themselves, 50% of the respondents were less satisfied, 24% were somewhat satisfied, 20% were satisfied and 6% were very

satisfied. 63% of the respondents were less satisfied, 13% somewhat satisfied, 15% were satisfied and 7% were very satisfied with their ability to use ICT. 63% of the respondents were less satisfied with promotions and advancement opportunity, 17% were somewhat satisfied, 15% were satisfied and 45% were very satisfied. In regard to access to organization sponsored training and seminars, 59% were less satisfied, 22% were somewhat satisfied, 11% of the respondents were satisfied and 6% were very satisfied. 39% of the respondents were less satisfied with recognition received from supervisors, 19% were somewhat satisfied, 20% were satisfied, and 22% were very satisfied. On overall relationship with the supervisors, 19% were less satisfied, 15% were somewhat satisfied, 39% were satisfied and 28% were very satisfied. And finally, in relationship with peers, 11% of the respondents were less satisfied, 2% were somewhat satisfied, 59% were satisfied and 29% were very satisfied with their relationship with the peers.

In terms of importance, 20% of the respondents rated promotion and advancement opportunity as the most important factor, 17% said that salary increment was an important factor, 15% of the respondents said that training and remuneration were very important, 7% perceived excessive workload as an important factor, 6% of the respondents said that salary and job security were an important factor while, less than 5% of the respondents looked at training, promotion, good governance, good remuneration housing, administration of pension plan, improvement of terms of service and enhancement of policy systems and strategies as being important factors in bringing about job satisfaction.

The respondents were further asked to suggest what could be done to improve job situation: 32% of the respondents said that salary increment, job security and allowances would help improve job situation; 17% said that training in specialized area would help, 13% felt that promotion and advancement opportunity would increase employees job

situation, 11% suggested that promotion on merit would increase job satisfaction, 4% said that creating opportunity for leadership development and advancement would help, while less than 2% indicated that flexibility of working hours, redesign of the organization and improved public service, access to training, employment of more staff, team work, and extending retirement age to 65 years would increase employees' job satisfaction.

The respondents were asked to rate the extent to which they were satisfied with their jobs. Results indicate that 58% were moderately satisfied, 17% were less satisfied, 17% were very less satisfied, 9% were satisfied to a great extent and 2% were greatly satisfied.

Recognising the fact that positive job satisfaction affects the extent to which employees favourably perceive their work, the study used various variables that are considered vital to job satisfaction since they influence the way a person feels about a job. These included: pay, promotion, benefits, supervision, co-workers, work conditions, communication, performance, safety, productivity, training, working environment and the work itself. The results were mixed. From analysis 72% are less satisfied with various variables that included: pay, ability to influence decisions, promotion and advancement opportunity, benefits, administration of pension plan, level of satisfaction between pay and performance, work conditions, communication, productivity, training and seminars. This concurs with Broom's (1972) proposition that job satisfaction level may be measured through employee's feelings about: pay, work itself, benefits, career advancement, co-worker performance, supervisory consideration, supervisory promotion of teamwork and participation, supervisory instructions/ guidance, communication, human resource/ personnel policies, concern for employees, productivity/ efficiency, training and development, physical working conditions, strategy/ mission, recognition,

other job options and comparative information. However, 59% respondents felt that they were satisfied with their relationship with their supervision and co-workers.

Further analysis revealed that, 78% of paralegal staff felt that increased chances of promotion and advancement opportunity, salary increment and increased opportunity for training and remuneration would help increase job satisfaction. 63% respondents were of the opinion that increment of salary, better job security and increased allowances would help very much in increasing job satisfaction. However 59% respondents were moderately satisfied with their jobs and their work environment at the moment. This is in agreement with Werther's (1993) argument that an effective department is one that meets both company objectives and employee needs. When employee needs are unmet, turnover, absenteeism and union activities are more likely.

4.3 Level of intention to leave

One objective of this study was to find out if the paralegal staff of the Kenya judiciary had the intention to leave the organization due to various factors that affect job satisfaction. The results are presented below in table 4.3

Table 4.3: Currently searching for alternative employment

Statement	Frequency	Percent
Currently looking for alternative employment	28	52
Not currently looking for alternative employment	26	48

As shown in the table 4.3, 52% of the respondents said that they are currently looking for alternative employment while 48% said they are not. For those who have the desire to leave the organization, 30% greatly desire to leave the judiciary given opportunity while 17 % have a great desire to leave, 17% do not desire to leave the organization, 11% have

a moderate desire to leave the judiciary if given the opportunity, and 4% have less desire to leave the judiciary.

The respondents were asked factors that influenced their intention to leave the Judiciary.

The responses are presented in table 4.4

Table 4.4: Factors influencing the paralegal staffs desire to leave the Judiciary

Factor	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Pay and benefits	30%	.	11%	22%	.
Job level	.	11%	7%	.	2%
Promotion opportunity	.	24%	13%	19%	15%
Environment which enhances team membership	22%	.	20%	13%	15%

As shown in the table 4.4, 30% of respondents perceive pay and benefits as the greatest determinant of their intention to leave the organization, 22% view it as a low determining factor of their intention to leave, 11% rate it as a moderate factor, this is followed by 6% who perceive it as a great determinant of their intention to leave the organization.

11% of the respondents perceive job level as a very important factor in their decision to stay in the organization, 7% view it as a moderate factor, while 2% rate it as a very low factor in their decision to stay in the organization. At the same time, 24% of the respondents view promotion opportunity as a great determinant of their intention to leave.

This is followed by 13% who perceive it as a moderate determinant, 19% as a low determinant, while 15% consider it to be a very low determinant of their decision to leave the organization.

On further analysis to determine whether work environment enhances team membership, 22% of the respondents perceived it as a very important factor, 20% viewed it as a moderate factor, 13% as a very low extent factor, while 15% viewed it as a very low determinant of their decision to leave.

The respondents were further asked to indicate if they would still leave the judiciary if the job in the new organization was at the same level. 48% of the respondents indicated that they would leave while 44% said that they would not leave the organization regardless of the job level. In summary, the findings presented in tables 4.3 and 4.4 indicate that most paralegal staff are currently looking for a job and would quit the judiciary an opportunity arises. The findings further indicate that the employees would leave the judiciary due to the level of pay and benefits. Team membership was rated as an important factor by the staff surveyed. However promotion opportunity was not viewed as an important factor in their decision to leave. This is consistent with Oldcorn's (1996) proposition that unless individual's work is satisfying high productivity is unlikely to result. In fact, good performance leads to job satisfaction, which leads to better job performance, and more job satisfaction. This also supports Gupta's (2004) argument that the level of job satisfaction seems to have some relation with various aspects of work behaviours such as absenteeism, turnover, and productivity.

4.4 Relationship between job satisfaction and work behaviour

The Pearson product moment correlation analysis was used to test the strength and significance of the relationship between job satisfaction and work behaviours.

To conduct the analysis, overall job satisfaction score and work behaviour (intention to quit) were computed to each of the 50 respondents. This resulted in 50 scores for job satisfaction and 50 scores for work behaviour in respect of each of the 7 factors related to the intention to quit. The results are presented in table 4.5

Table 4.5 Relationship between employees' job satisfaction and work behaviours.

No.	Statements	r
1	Response related to pay / benefits	.552**
2	Response related to job level	.555**
3	Response related to promotion opportunities	.354**
5	Response related to leadership and supervision	.754**
6	Response related to team members	.591**
7	Response related to Salary	.510**

****.** All the Correlation coefficients are significant at $P < 0.01$ level (2-tailed) (n=50)

***** Correlation Coefficient is significant at the 0.5 level (2-tailed) (n=50)

The correlation coefficient given above shows that there exists a significant positive correlation ($r=0.55$, $P > 0.05$) between job satisfaction and employees' work behaviour. In general there is a strong correlation between job satisfaction and employee work behaviour as evidenced by the fact that all the elements or measures of work behaviour, except one (Response related to promotion opportunities having $r=.354^{**}$), have a significant correlation with the overall measure of job satisfaction. Thus results supporting the previous studies which indicated significant relationships between job satisfaction and employees' work behaviour (Oldcorn 1996; Gupta 2004; Bennet 1977; Luthans 1995 and Broom 1972;).

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

In this section, we discuss the main findings, draw conclusions and make recommendations emanating from the research findings covered in the previous chapter. The objective is to establish the relationship between employee job satisfaction and work behaviour among the Judiciary's paralegal staff in Kenya. In this respect, the study showed that there was a strong correlation between job satisfaction and work behaviours. As reported in chapter four, attempt was made to gauge each respondent's level of job satisfaction and perception of work behaviour.

The study was based on Judiciary's paralegal staff and the results show very high levels of job dissatisfaction among them. In recognition of the fact that the employees' attitudes towards the issues of inequity affect their level of job satisfaction, the Judiciary's paralegal staff showed strong indications of intention to leave the organization based on the various factors of their job which were surveyed which included pay and benefits, job level, promotion opportunities as well as environment which enhances team membership. From the analysis in chapter four, it was noted that most paralegal staff are less satisfied with their jobs due to low pay, lack of ability to influence decisions, lack of promotion and advancement opportunity, inadequate/lack of benefits, poor administration of pension plan, poor work conditions not friendly, poor communication by authority, lack of training and seminars for most of them. This in essence has yielded strong feelings of intention to leave the organization. This coincides with Werther's (1993) argument that an effective department is one that meets both company objectives and employee needs. When employee needs are unmet, turnover, absenteeism and union activities are more likely. Based on the overall statement on job satisfaction most of the respondents were

dissatisfied with their job. From the research findings 86% of the respondents agreed that they were satisfied with their relationship with their supervisors and co-workers. The findings of this study show a high correlation ($r=0.55$) between job satisfaction and work behaviour. This is consistent with the findings of previous studies that were reviewed in the section on literature.

5.2 Conclusions

From the research findings, there is a strong relationship between employee job satisfaction and work behaviour. In the literature, (Oldcorn 1996) noted that unless individual's work is designed to be satisfying there will be likelihood of high job turnover. Good performance leads to job satisfaction, which leads to better job performance, and more job satisfaction. Likewise, (Gupta 2004) noted that the level of job satisfaction seems to have some relation with various aspects of work behaviour such as absenteeism, turnover, pay and benefits and productivity.

The Judiciary in any nation is an important institution that need not be overlooked. A properly functioning judicial system is the hallmark of any country whose people and governments pride in the rule of law. The Judiciary is not only the custodian of justice but also the final arbiter in all matters touching and concerning the exercise of power, the protection of basic rights and liberties of individuals either alone or in the communities. It is not surprising, therefore, that what happens in the judiciary taken as a parameter with which to measure the health of the body politic and economic. Considering the crucial task the Para-legal staff perform, any nation must improve their conditions of service in order to provide efficient services to the society. The Kenya Judiciary needs to carry out human resources audit and review their policies ranging from pay/benefits, salary, promotion and opportunities for advancement, training and development, leadership and supervision, job level and teamwork in order to attract and retain well qualified and efficient para-legal staff. From the analysis presented in chapter four, most of the above mentioned elements seem to have been ignored by the institution and hence determining factor for their intention to quit, job turnover, absenteeism, corruption or poor

performance. Although most institutions/organizations may ignore this variable of work behaviour as one of the determining factor of employee job satisfaction, the success of the relationship will depend on compatibility. Although they may seem less lofty than other concerns, a discussion about financial, legal and other rudimentary concerns is very important. A considerable amount of time and energy can be expended in the search for suitable work behaviours that can lead to employee job satisfaction. The job satisfaction and work behaviours relationship will likely be more successful if it is initiated by a discussion about the concerns raised in this research.

5.3 Recommendations

The results of the present study provide an insight into how Kenya judiciary can enhance their employees' job satisfaction levels. To improve employees' work behaviours, procedural justice and their relationships with employees' job satisfaction in Kenya's Judiciary, there have to be some changes at individual and organizational levels.

At individual level improving employees' work behaviours, would involve basic education, involvement of staff in setting goals and objectives of their departments, provide performance appraisal, peg salary, benefits and promotions opportunities on the individual performance, provide regular feedback, encourage team work, provide good/conducive working environment, allow employees to defend themselves before imposing any kind of disciplinary action against them, adopt the policy on recruitment and selection to eliminate biasness and provide job related training and development. The staff should also be encouraged to enhance their skills through continuous self learning.

At organizational level, top management should provide appropriate reinforcements for line managers in learning about and improving their supervision styles. It may be appropriate for the management of Kenya's Judiciary to adopt the policy of recruiting line managers with vision and charisma who are likely to bring adequate supervisory styles to the staff in their department.

5.4 Limitations of the Study

There are several factors that posed as constraints to the study. First was the time factor - this made the study limited in its depth and scope. Secondly, some of para-legal employees of the Kenya Judiciary did not cooperate at all in answering the questionnaires

and given the sample of 77 Para-legal staff in ten (10) departments, this posed a major problem. Thirdly, is the fact that the respondents in their different situations may give biased information and their feelings may change over time. Lastly, the study looked at a single institution i.e. Kenya Judiciary Para-legal staff and therefore, may not necessarily be applicable to other institutions as work behaviours vary from one institution to another.

5.5 Recommendation for Further Research

This research raises a number of questions, which should be emphasized in future research. First the study looked at job satisfaction levels of employees in the Kenya Judiciary and tried to establish the relationship between job satisfaction and employees work behaviour in the Kenya Judiciary. This is an area that needs to be looked at in great depth in other sectors. Second, attempts should be made to incorporate additional endogenous variables, such as motivation, conflict-management, performance of employees and employee career advancement.

Lastly it is evident from the study that there is still a great need for research to be carried out in broad area of work behaviours in the Kenya Judiciary incorporating also the Kenya Judiciary legal staff as there seems to be limited data on the area.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: JOB SATISFACTION AND WORK BEHAVIOURS AMONG THE PARALEGAL STAFF IN THE KENYAN JUDICIARY

I am a postgraduate student at the University Of Nairobi, School of Business. As part of the fulfilment of the requirements of the MBA degree, I am undertaking a management research project survey on the above mentioned subject. The objective of the study is to establish the relationship between job satisfaction and work behaviours among the Judiciary's paralegal staff in Kenya and to determine the factors that influences the relationship between job satisfaction and work behaviours of the paralegal employees in the Kenyan judiciary.

The information provided will be used solely for academic purposes. My supervisor and I assure you that the information you give will be treated with strict confidence and a copy of the final report will be availed to you on request. No individual's responses will be identified as such and the identity of persons responding will not be published or released to anyone. Please assist me in gathering enough information to present a representative finding on the said area of research by completing the attached questionnaire. Your participation is voluntary but your honest participation will be highly appreciated.

Yours faithfully,

Celina Gitonga

*

Prof. Peter K'Obonyo

MBA Student

Project Supervisor

APPENDIX 2

PART A

PART 1. GENERAL BACKGROUND.

General Information (*Tick that which applies*)

1) Gender Male • Female •

2) Age

29 years and below • 30-39 years • 40-49years • over 50 years

3) Job title

4) Department

5) How long have you been employed in this organisation?

• 1-3 years • 4-5 years • 6-10 years • over 10 years

PART B: *Job Satisfaction*

6) Please indicate your level of satisfaction with each of the following factors;

	Very satisfied	Satisfied	Somewhat satisfied	Less satisfied
Salary	•	•	•	•
Pay/Benefits	•	•	•	•
Overall performance	•	•	•	•
Administration of pension plans	•	•	•	•
Workload	•	•	•	•
Flexibility of working hours	•	•	•	•
Physical working environment	•	•	•	•
Opportunity for advancement	•	•	•	•
Job security	•	•	•	•
Ability to influence decisions about you	•	•	•	•
Ability to use new ICT	•	•	•	•

Promotion and advancement opportunity	•	•	•	•
Access to organization sponsored training and seminars	•	•	•	•
Recognition received from supervisor	•	•	pi	•
Overall relationship with your supervisor	•	•	•	•
Your relationship with your peers	•	•	•	•

7) What do you think is the most important factor?

8) What do you think can be done to improve your job situation?

9) Overall, rate the extent to which you are satisfied with your job?

Very Great extent	A Great Extent	Moderate Extent	A Low extent	Very low extent
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•

PART C

Level of intention to leave

10) Are you currently searching for alternative employment?

- Yes
- No

11) If yes, to what extent would you desire to leave the Judiciary given an opportunity?

Very great extent	•
A great extent	•
Moderate extent	•
Low extent	•
Not at all	•

12) To what extent is your response question 11 related to the following factors.

	Very great extent	A great extent	Moderate extent	A low extent	Very low extent
Pay/Benefits	•	•	•	•	•
Job level					
Promotion opportunities	•	•	•	•	•
Leadership and supervision	•	•	•	•	•
Team members	•	•	•	•	•
Salary	•	•		•	•
Other (specify)	•	•	•	•	

13) Given your response above would you leave even if the job is at the same level as your current position?

- Yes
- No

APPENDIX 3

Distribution of Paralegal Staff by Department

Departments	No. Staff	Sample
Human Resource Department	59	2
Accounting Department	153	4
Procurement Department	22	1
Court Administration	1672	50
Central panning unit	12	1
Library /Archives	87	2
Office services	460	13
Transport Department	59	2
Information Technology Department	14	1
Public Relations	8	1
Total	2546	77

Source: Establishment Records Human Resource department, the Kenyan Judiciary