

**I JOB SATISFACTION AND ORGANIZATION COMMITMENT
AMONG CUSTOMER CARE REPRESENTATIVES AT
SAFARICOM LIMITED </**

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**A management research project report in partial fulfillment of the
requirement of the degree of master of business administration (MBA)
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DECLARATION

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

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TABLE OF CONTENTS

CHAPTER ONE : INTRODUCTION

1.1 Background.....	1
1.1.1 Job Satisfaction.....	2
1.1.2 Oganizational Commitment.....	3
1.1.3 Safaricom Limited.....	4
1.2 Statement of the problem.....	6
1.3 Objective of the Study.....	7
1.4 Importance of the study.....	7

CHAPTER TWO : LITERATURE REVIEW

2.1 Job Satisfaction.....	9
2.2 Dimensions of Job Satisfaction.....	12
2.3 Organizational Commitment.....	13
2.4 Creating a Commitment Strategy.....	15
2.5 Personal Variables.....	16
/	
2.6 Situational Variables.....	19
2.7 Role Variables.....	21
2.8 Job Satisfaction and Organizational Commitment.....	22

CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Research Design.....	24
3.2 Population.....	24
3.3 Sample and Sampling.....	24
3.4 Data Collection.....	25
3.5 Data Analysis.....	25

CHAPTER 4 : DATA ANALYSIS AND FINDINGS

4.1 Response Rate.....26

4.2 Job Satisfaction and Organizational Commitment.....26

4.2.1 Relationship Between Particular Demographic Traits & O/Commitment28

4.2.2 Relationship Between Particular Demographic Traits and Job Satisfaction.....29

4.2.3 Relationship Between Job Satisfaction and Organizational Commitment Among
Customer Care Representatives at Safaricom Limited.....30

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary.....33

5.2 Conclusions.....34

5.3 Recommendations.....35

5.4 Suggestions for Future Use.....36

References.....37

Appendices.....38

CHAPTER ONE: INTRODUCTION

1.1 Background

In today's fiercely competitive environment, organizations focus on corporate goals, profit margins and stock market prices. It is a fast changing world, and gone are the days employees were guaranteed lifetime employment. While in the past employment was a long-term contract with an employee acquiring skills on the job and rising through the ranks, today, it is dominated by short-term contracts for highly skilled professional and technical workers (De Meuse et al, 2001). He notes that the workplace of today is one of increased workload and stress and decreased job security and commitment.

Job satisfaction and organizational commitment receive considerable attention from industrial and organizational psychologists, management scientists and sociologists. Much of this interest stems from concern for behavioral consequences that are deemed to result from job satisfaction / and /or organizational commitment. Among other factors, job satisfaction and/or organizational commitment have been shown to be related to productivity, attendance at work, turnover, retirement, participation and psychological withdrawal from work. It is in the interest of an organization to retain employees and minimize turnover. One way to address the issue of turnover and dissatisfaction is to understand the commitment employees have to their operation and determine what affects these levels of commitment. According to Sekaran (1992), the greater the chances are for advancement within the organization, the higher is likely to be level of organizational commitment expressed by the employee. When employees know that they are going to grow and prosper in the current organization, their level of commitment to stay with the organization is expected to be high. If, however, there are no opportunities for advancement

perceived in the present organization, those employees who want to climb up the organization ladder are likely to search for other jobs offering greater opportunities. Their level of commitment to stay with the present organization and get involved and fully support its mission, goals, and activities will be low. Similarly, if employees are highly satisfied with their work, coworkers, pay, and supervision and derive high level of overall job satisfaction with their jobs they are more likely to be committed to the organization than if they are not satisfied. One usually feels obligated and committed to the source that offers satisfaction and happiness. On the basis of the above arguments, we theorize that there would be positive correlations between organizational commitment and each of the following variables: pay, promotion, work, coworkers, supervision, and overall job satisfaction.

1.1.1 Job Satisfaction

Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). Job satisfaction is a general or global affective reaction that individuals hold about their job. Watson (1985 a and b) as reported in Armstrong (2003) proposes that workers respond best- and most creatively- not when they are tightly controlled by management, placed in narrowly defined jobs, and treated like an unwelcome necessity, but instead when they are given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work. Armstrong (2003) argues that it is not job satisfaction that produces high performance but high performance that produces job satisfaction. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They may even be more satisfied if they are rewarded by extrinsic recognition or an intrinsic sense of achievement. This suggests that giving people the

opportunity to perform and rewarding them by financial or non-financial means when they perform can achieve improvement in job satisfaction.

Reliable and valid measures of both global and facet job satisfaction have been developed. Typical measures used include: The Job Satisfaction Survey (JSS) (Spector, 1997); the Job Descriptive Index (JDI) (Smith, Kendall, & Hulin, 1969); the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967); and the Job Diagnostic Survey (JDS) (Hackman & Oldham, 1975).

1.1.2 Organizational Commitment

Meyer and Allen (1994) state that organizational commitment is a psychological state that characterizes the employee's relationships with the organization and has implications for the decision to continue membership in the organization. Other scholars use similar definitions that refer to an employee's attachment, goal congruency, identification, loyalty and allegiance to their organization. Researchers generally agree there are three "foci" used to classify types of organizational commitment. The three types of commitment are affective, continuous, and normative commitment. Affective commitment refers to employees' perceptions of their emotional attachment to or identification with their organization. Continuance commitment refers to employees' perceptions of the costs associated with leaving the organization. Finally, normative commitment refers to employees' perceptions of their obligation to their organization. For instance, if an organization is loyal to the employee or has supported his/her educational efforts, the employee may report higher degrees of normative commitment. This three-pronged classification allows for identification of the underlying basis for each type of commitment and

researchers have clarified the unique antecedents and outcomes related to each type (Meyer et al, 2002). Meyer and Allen developed the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS) to measure these components of commitment. Researchers commonly use them to determine what impact an employee's level of commitment has on outcomes such as quitting behavior, job performance, and absenteeism (Meyer & Allen, 1994).

1.1.3 Safaricom Limited

Safaricom Limited is currently Kenya's leading mobile telephone operator. It was formed in 1997 as a fully owned subsidiary of Telkom Kenya. In May 2000, Vodafone group Pic, the worlds largest Telecommunication company acquired a 40% stake and management responsibility for the company. Safaricom's aim is to remain the leading Mobile Network Operator in Kenya. In order to achieve this, a strong focus has been placed on quality of service /
to its customers. Safaricom is and will continue implementing best practices based on Vodafone's vast international experience and Telkom Kenya's unique knowledge of the Kenyan market conditions. The result of this will ensure a superior quality of service that is customer focused and will benefit every subscriber. Safaricom now has over 700 employees so as to keep up with the fast growing industry. Safaricom has also opened 7 retail shops countrywide. The retail shops are located in Nairobi (5), Mombasa & Kisumu. It has a countrywide dealer network to handle distribution and selling of Safaricom services and products. In the modern world of globalization, Safaricom has been able to keep pace with the global mobile telecommunication scenario by having strategic business associations; associations which add value to the global

mobile telecommunication initiative and which help in meeting the dynamic challenges of the modern mobile telecommunication world.

The customer care representatives are an integral part of Safaricom. Their responsibilities include; to respond to and handle all customer's queries and requests promptly, educate customers on Safaricom products and services while meeting the high quality service delivery requirements of the subscribers and perform selling duties of the products and services. Being a direct link to the customers, there is need to have a highly motivated and satisfied team with a high level of commitment to the organization to effectively carry out these responsibilities. Furthermore, customer care representatives are ranked in grade 8 along with other subordinate staff. The salary difference between this grade and the next one is substantial. As a result, they are a very frustrated and highly dissatisfied lot. This is the challenge facing the management of Safaricom and hence the need for the study.

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1.2 Statement of the Problem

Job satisfaction is the extent to which employees perceive their work. High job satisfaction indicates a strong correlation between an employee's expectation of the rewards accruing from the job and what the job actually provides. Satisfied workers will be co-operative and well motivated, those who are dissatisfied will be more inclined than others to produce low quality output, go on strike, be absent from work or even leave the organization.

Employee commitment is generally conceived as an individual's identification with his/her employing organization, such as sharing the corporate goals and values (Steers, 1977) and a willingness to exert effort on behalf of the organization (Mowday et al, 1979). Commitment is a matter of concern to managers as low commitment has been regarded as a major cause of employee turnover.

Job satisfaction has been one of the most extensively discussed and studied concepts in organization and personnel management. Over 3,300 studies on job satisfaction have been published mainly because it (job satisfaction) forms a cornerstone in the inquiry into the psychology of motivation, preference and attitudes (Locke, 1963). The information generated by research in this area has practical implications for both organizations and individuals, as employees strive for best quality of life possible and organizations are faced with the ever increasing challenge of operating an efficient and effective organization using the resources available to them. Understanding job satisfaction and organizational commitment is therefore not only desirable but a critical aspect for both organizations and individuals.

Most studies in corporate organizations in Kenya have focused on the levels and factors affecting job satisfaction (Chanzu, 2005; Okullu, 2005), others have linked job satisfaction to perceived empowerment (Ukur, 2003), job satisfaction to career development (Koech, 2005), the relationship between employee training and development and job satisfaction (Azegele, 2005), the psychological contract, organizational commitment and job satisfaction (Abwavo, 2005), but no study has been done to measure the levels of job satisfaction and organizational commitment and the link between these two concepts. It is this gap in knowledge that this study seeks to address. The study expands the analysis to a wider spectrum of concepts and addresses the connectivity of both job satisfaction and organizational commitment of customer care representatives in the communication industry. Customer care representatives at Safaricom are ranked at grade 8, which is the lowest grade at Safaricom. This is a cause of great dissatisfaction among many. In addition, the salary difference between this grade and the one immediately above is quite substantial, hence the feeling of dissatisfaction. This is the problem facing the management of Safaricom and hence the need for the study.

1.3 Objective of the Study

The objective of the study is to determine the relationship between job satisfaction and organizational commitment among customer care representatives at Safaricom Limited

1.4 Importance of the Study

- i. Top management at Safaricom will use the findings of the study to make informed strategic decisions on job satisfaction and staff commitment.

Human Resources Managers will use the findings to know how to encourage employer-employee relationships that will enhance employee job satisfaction and commitment to the organization

Academics - will use these findings as foundation or basis for further research on job satisfaction and organization commitment.

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CHAPTER TWO: LITERATURE REVIEW

2.1 Job Satisfaction

All organizations strive and hope for a satisfied workforce. It is believed that satisfied employees are highly productive employees. This is however, not always the case. The fact is that sometimes satisfied employees perform better and sometimes they do not (Bruce & Blackburn, 1992). A worker may be extremely satisfied with a job, but still perform badly (Benett, 1998).

Job satisfaction, according to this study, refers to the degree to which a person reports satisfaction with intrinsic features of the job (Warr, Cook and Wall 1979). Sills (1968) argued that job satisfaction and commitment are intertwined and one cannot do without the other. Thus for one to be committed, there must be certain factors that guarantee satisfaction to him or her. In the same way one cannot have satisfaction in the absence of commitment to one's duty. Mullins (2000) state that job satisfaction is more of an attitude, an internal state. It could for example, be associated with a feeling of achievement, either quantitative or qualitative. Lloyd, 2003 also views job satisfaction as an employee's general attitude towards a job. Job satisfaction is a work related attitude. It is influenced by several factors including values. Values represent basic convictions that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite mode of conduct or end state of existence. Values carry an individual's idea as to what is good or desirable. Attitudes on the other hand, are evaluative statements-either favorable or unfavorable concerning objects, people or events. They reflect how one feels about something. Attitudes are not the same as values but the two are interrelated. Both attitudes and values are acquired from parents, teachers and peer group members. Values are more stable than attitudes (Robbins, 1998).

With regard to performance, Cooper and Makin (1984) gave a general consensus among researchers that job satisfaction did not lead by itself to increased performance rather when appropriately rewarded did it that lead to satisfaction. Money, in the form of pay or some other sort of remuneration, is the most extrinsic reward. However, it must be remembered that different people have different needs and that it cannot be assumed that money motivates everyone in the same way and to the same extent. Nevertheless, it is a powerful force because it is linked directly or indirectly to the satisfaction of many needs.

Abraham Maslow (1959) offered a theory of human motivation. The hub of his theory was that people are motivated to satisfy a variety of different needs and that these needs tend to form a hierarchy in terms of importance. That is, he felt that certain needs, called lower-order needs, supercede others until they are satisfied, and then other needs, called higher-order needs, become significant. Higher-order and lower-order needs are differentiated on the premise that the higher-order needs are satisfied internally whereas lower-order needs are predominantly satisfied externally, Robin (1998). It is important to note that lower-order needs are not less important than higher-order needs. Lower-order needs are more or less important at a given point in time. They must be satisfied before higher-order needs exercise any significant influence. Maslow (1959) theorized that a person could not recognize or pursue the next higher need in the hierarchy until the currently recognized need was substantially or completely satisfied. Maslow's hierarchy of needs is shown in Table 2.1.

Table 2.1: Maslow's hierarchy of needs

Level	Type of Need	Examples
1	Physiological	Thirst, sex, hunger, shelter and other bodily needs
2	Safety	Security, stability, protection from physical and emotional harm
3	Social	Affection, sense of belonging, acceptance and friendship
4	Esteem	Self-respect, autonomy, status and recognition
5	Self-actualization	To fulfill one's potentialities

Source: Maslow (1959)

Herzberg (1996) followed the Maslow Principle with evidence to support the lower level (security) and the higher level (job or motivational) factors affecting productivity and satisfaction at work. In his two factor theory, Herzberg stated that there are some aspects of a job which provide positive satisfaction for employees. These he called motivators and they include such issues as recognition, advancement and achievement. Some aspects however cause dissatisfaction. These are the Dissatisfiers or 'Hygiene' factors and they include elements like company policy, supervision and salary. Since Herzberg's 1959 work on "satisfiers" and "dissatisfiers" in the workplace, job satisfaction has frequently been held as a means of improving employees' motivation (Herzberg et al, 1959). According to Plunkett and Atner (1994), an unmet need frustrates an employee and will continue to influence his or her behavior until it is satisfied. Managers can therefore effectively work with an employee by identifying the level of need which he or she is trying to satisfy and by attempting to build into the work environment opportunities that will allow the individual to satisfy his/her needs.

2.2 Dimensions of Job Satisfaction

Job satisfaction has three dimensions. Firstly, it is an emotional response to a job situation. This can only be inferred. Secondly, it is determined by how well outcomes meet expectations. For instance, if the salary is commensurate to work done and is also equitable, the organizational members are likely to develop job satisfaction. Finally, job satisfaction should be viewed as representing a combination of related attitudes. Job satisfaction or motivation at work can take place in two ways, people can either motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or secondly, people can be motivated by management through such methods as pay, promotion, praise and so on. These types of motivation are known as intrinsic motivation that is the self generated factors that influence people to behave in a certain way such as responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement and extrinsic motivation that is what is done to or for people to motivate them. This includes rewards such as increased pay, praise or promotion. Extrinsic motivators have an immediate and powerful effect though not long lasting as the intrinsic motivators which have a deeper and longer term effect because they are inherent in individuals.

Employee satisfaction is an important issue for employers. High levels of absenteeism and turnover are quite costly in terms of retraining and recruiting. However, few organizations seem to have made this a priority maybe because they really don't see the significance. Satisfied employees tend to be more productive, creative and committed to their employers and recently studies have shown a direct correlation between staff satisfaction and customer satisfaction (Michael, Oct 1999). Levels of job satisfaction tend to increase as one moves up the hierarchy in

the organization. While one cannot assume that professionals take responsibility for their performance and satisfaction, it is a generally acceptable fact that professionals have the ability to increase their skills and make that increase visible to their colleagues. They negotiate acceptable salary and benefits. Unskilled laborers on the other hand, often feel powerless because they are not as marketable. They frequently resort to collective bargaining as a means of attaining acceptable terms and conditions of employment.

2.3 Organizational Commitment

In the study of organizational behavior, organizational commitment is the employee's psychological attachment to the organization. As defined by Mowday et al (1982), commitment consists of three components: an identification with the goals and values of the organization; a desire to belong to the organization; and a willingness to display effort on behalf of the organization. It can be contrasted with other job-related attitudes, such as Job Satisfaction (an employee's feelings about their job) and Organizational Identification (the degree to which an employee experiences a 'sense of oneness' with their organization).

According to Meyer and Allen's (1991) three-component model of commitment, there are three "mind sets" which can characterize an employee's commitment to the organization:

Affective Commitment : In this case, an individual strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on Mowday, Porter and Steer's (1982) concept of commitment.

Continuance Commitment : The individual remains with an organization because of a perceived loss of sunk costs, including economic costs (eg pension accruals) and social costs (friendship ties with co-workers) that would have to be given up if he left. The individual feels "he has to" remain with the organization.

Normative Commitment : The individual remains with an organization because of feelings of obligation. For instance, if an individual was paid for MBA fees, he will feel obliged to stay with the organization to 'repay the debt.' The employee stays with the organization because he "ought to."

According to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, *and* continuance sense, or in varying combinations. This idea led Herscovitch and Meyer (2001) to argue that at any point in time, employee has a "commitment profile" that reflects high or low levels of all three of these mind-sets. According to Adams (1963), individuals perceiving a state of inequity in the relationship might adjust his/her behavior by increasing or reducing inputs to restore a state of equilibrium. In other words, the individual who feels their commitment to the organization is not being adequately reciprocated might adjust their own level of commitment downwards to restore the perceived inequity. Equity theory (Adams, 1965) is concerned with the perceived fairness of treatment and the degree to which views of the organization and its agents might be trusted to create equitable conditions.

2.4 Creating a commitment strategy

In coming up with a commitment strategy, it has to be accepted that the interests of the organization and of its members do not necessarily coincide. When defining values, it is important not to impose on the employees. They should be involved in their formulation.

Secondly, management must not define and communicate values in such a way as to inhibit flexibility, creativity and the ability to change. Values have to emphasize the need for flexibility, innovation and team working as well as the need for performance and quality.

Steps to create commitment will be concerned with both strategic goals and values. They may include communication, education and training programmes, initiatives to increase involvement and ownership and the development of performance and reward management systems.

Commitment will only be achieved if people understand what they are expected to commit to.

This message should be delivered using different and complimentary channels of communication

such as newsletters, videos, notice boards etc. Education is another form of communication. An education program is designed to increase knowledge and understanding. The aim is to influence behavior and thus progressively change attitudes. Training is designed to develop specific competencies. Management training can also be focused on increasing the competence of managers in specific areas of their responsibility for gaining commitment eg performance management. A sense of ownership is enhanced if there is a feeling of ownership among employees. This is in the sense of believing that they are genuinely accepted by management.

Commitment is not only at the individual level, it is a two way street. The type of commitment given by the individual may be related to the level of commitment initially and subsequently

received from the organization in terms of tenure, employment status and career. In the early stages of the relationship both parties may engage in "mutual testing and exploration" period before deciding where to put their commitment (Schein, 1978) and one might, for example expect lower levels of affective commitment in a shorter contractual relationship as the individual may perceive a commitment shortfall from the organization. If the organization commitment is perceived by the individual to be longer term relationship, it is likely to lead to a "relational psychological contract", thereby creating 'affective commitment' typified by sharing of goals and ideologies and a mutual intention for continued association. If on the other hand, the intended association and contractual status is perceived to be short term, this is more likely to lead to a transactional contract, where the commitment form is more likely to be 'continuance' and longer term.

There are certain factors or variables that affect or influence job satisfaction and organizational
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commitment. These include:

2.5 Personal Variables

Some results relating to the personal variable of sex indicated weak correlations between sex and organizational commitment (Stevens, Beyer and Trice 1978). But in their study on personal and role related factors in the development of organizational commitment, Hrebiniak and Alutto (1972) found that females were less likely to change their organisation compared to their male counterparts. Similar findings had been obtained by Grusky (1966).

Unequal representation of women in some institutions may also affect their organizational commitment. Hart, Patricia and Barriars (1988) argue that in comparison with men, women tend to be disadvantaged, wrongly or rightly, by several factors that lead to their under representation which in turn seems to influence their stereo-typic reactions from both genders. This leads to a diminishing probability of women's chances to attain top administrative positions, and this may lead to less commitment to their work.

The effects of sex roles on commitment are brought into relief by examining the research so far done on marital status.

Marital Status

Single employees are found to be more likely than married or separated employees to be positively disposed toward attractive employment alternatives (Hrebiniak and Alutto 1972). Their analyses of both sex and marital status further suggested that married or separated / individuals especially women see greater costs attached to inter-organizational mobility. Hence they are less likely than single or male subjects to consider employment alternatives, even given inducements to do so.

Age

Consistent results have been found for the variable of age. As age increases, organizational commitment increases. Young employees were found to be less committed to their work than older ones (Hrebiniak and Alluto 1972, Stevens et al. 1978). This is because increase in age implies increased investment into the organizations. Similar findings were discovered by Moris

and Scherman (1981) who showed that older employees and those with a greater sense of competence had higher levels of organizational commitment.

Religion

Not much research has addressed the effects of the above variable on organizational commitment. However, there is some evidence that formal religious affiliation is related to the development and maintenance of occupational and organizational orientations (Thielens, 1965). Hrebiniak and Alluto (1972) also found out that religious affiliations of employees were significantly related to organizational commitment with Protestants exhibiting higher levels of commitment than Catholics or employees with other formal affiliations. These findings introduce the possibility that organizational commitment can be affected by background or pre-organizational conditions.

Educational Level

Increase in educational level correlates negatively with organizational commitment while those who do not plan to seek further education become more committed. This is because highly educated employees instead become committed to their professions which increase their mobility (Dubin, Champux and Porter 1975).

Steers (1977) got a similar finding. He established that when employees have higher levels of education, it becomes more difficult for the organisation to provide sufficient rewards (as perceived by the individual) to equalize the exchange. Hence more highly educated people who also tend to be more cosmopolitan) would be less committed to their organizations and perhaps more committed to a profession or trade. Similar findings were also discovered by White (1987).

Family Size

How heads of families strain to maintain their dependents is very important. Marsh and Mannari (1977) found out that turnover negatively correlates with number of dependents. They had assumed that turnover is the inverse of lifetime commitment norms and values. The above finding indicates that family size is more likely to correlate positively with organizational commitment.

Length of Service (tenure)

Sheldon (1971) found out that organizational commitment increases with the number of years spent in an organization. This is because length of service suggests the accumulation of organizational career. Similarly, it binds one to the organization, for example, in pension or profit-sharing plans.

Similar findings had been obtained by Grusky (1966). It is suggested that time invested in an organization becomes a valued resource in itself, while the privileges associated with length of service make it easier to derive additional organization rewards. Both Hall, Schnader and Nygren (1970) were of the same view.

2.6 Situational Variables

Pay and Incentives

Grusky (1966) put rewards among the most important factors which influence the strength of a person's attachment to an organization. He says that if a person discovers that he cannot obtain the rewards he originally desired, he either leaves the organization and joins another or if this is not feasible, he accepts those rewards which he can obtain and at the same time feels less

committed to that organization. On the other hand, obtaining the rewards sought operates to further his felt obligation to the organization and this commitment is strengthened.

Kajubi (1967) stressed that apart from the unsatisfactory salary, what is more important is that teachers are no longer commanding the social status commensurate with the importance of their work. He added that the civil service politics and administration reflect in the community a much brighter social image than the teaching profession. He attributed all this to nothing else other than poor remuneration of the teachers' work. Sekitoleko (1988) observed that lecturers were moving from Makerere University to go and teach in Mbale Islamic University. The only reason she gave was of poor remuneration. Similarly, Opon (1986) had argued that the compensation for motivation including giving rewards fringe benefits and promotions are very important in teacher performance and commitment.

Total Package

Total package or take home pay is very important for a civil servant. Enough package implies that the employee will be able to meet his or her economic obligations. This is likely to lead to increased job satisfaction and therefore increase the organizational commitment (Herzberg 1970).

Absenteeism

Interest in organizational commitment has been stimulated largely by its demonstrated negative relation to turnover. Committed employees have been found to be less likely to leave an organization than those who are uncommitted (Angle 1981).

No wonder the high performance of Japanese firms has been attributed to highly committed workers (Ouchi 1981). Furthermore, White (1987) indicated that strong commitment in general is likely to result in conscientious and self directed application to work regular attendance and a high level of effort. Turnover can be costly to organizations in particular and the society as a whole, and in this respect, commitment is generally assumed to be a desirable quality that should not only be fostered in employees but also studied. Bagumaa (1992) found out that organizational commitment was significantly associated with reduced non-excusable absenteeism. However, this finding was interesting and expected because committed workers are less likely to withdraw from their work and they also exhibit higher levels of job performance.

2.7 Role Variables

Role factors have been found to be the most potent antecedent factors of organizational commitment. For example, Steers (1977) found that work experiences like group attitudes / towards the organization, met expectations, feelings of personal importance, dependability of the organization in carrying out commitments to employees were positively related to organizational commitment.

Positive interpersonal relation increases commitment to work groups and therefore positively correlated to organizational commitment (Stevens et al. 1978).

Professionalism

The intention of employees to seek advanced formal education was found to be an important variable to organizational commitment (Blau and Scott, 1962; Grusky, 1966). The desire for

additional education could imply professionalism (Gouldner, 1957) while the lack of that desire could suggest more locally - directed orientations.

Work Overload

Work overload was found to be one of the best predictors of organizational commitment (Ndifunaa 1992). Work overload had also been found to relate negatively with organization commitment (Stevens et al. 1978). The existing literature thus provides clues as to the nature of organizational commitment. The significance of variables such as length of service or dissatisfaction with organizational reward policies would indicate the role-related nature of commitment. The importance of age, coupled with the significance of length of service would further suggest the structural or accrual nature of the commitment phenomenon. The primary significance of personal factors such as religion, sex, marital status or intentions to seek advanced education would imply bases or determinants of organizational commitment other than the purely structural ones.

2.8 Job Satisfaction and Organizational Commitment

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Currivan, 1999). The nature of the causal relationship between job satisfaction and organizational commitment is an issue that has not been resolved. The predominant view is that job satisfaction is an antecedent to organizational commitment (Mowday et al, 1982) There is also some support for the reverse causal ordering, organizational commitment as an antecedent to job satisfaction (Vandenberg & Lance, 1992). A recent analysis on turnover research indicates that organizational commitment predicts turnover better than job

satisfaction (Griffeth et. al., 2000). These findings suggest that job satisfaction may be a more remote influence upon turnover intentions than organizational commitment. As an attitude, differences between organizational commitment and job satisfaction are seen in several ways (Mowday, et al 1982). Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or facets of the job. Weiner (1982) states that job satisfaction is an attitude toward work related conditions, facets or aspects of the job. Thus commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed (Mowday, et al, 1982). When discussed on these terms, commitment should be more consistent than job satisfaction over time. "Although day to day events in the work place may affect an employee's level of job satisfaction, such transitory events should not cause an employee to reevaluate seriously his/her attachment to the overall organization" (Mowday et al, 1982)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The study will use survey design. Mugenda and Mugenda (1999) notes that a survey research attempts to collect data from members of a population and describes existing phenomena by asking individuals about their opinion, attitudes behavior or values. This design is suitable for this kind of study because the research intends to collect data meant to ascertain facts about job satisfaction and organization commitment among customer service staff at Safaricom (K) Limited. This kind of research methodology makes use of surveys to solicit practitioner informed opinion. It is often used to study the general condition of people and organizations as it investigates the behavior and opinion of people usually through questioning them (Cooper and Schindler, 2003).

3.2 Population

The population for the research consisted of all customer service staff at the Safaricom Kenya Limited. According to the Safaricom intranet, there are 620 employees working in the customer care department countrywide.

3.3 Sample and Sampling

124 customer care representatives (representing 20% of the population) were sampled to participate in this study. Systematic sampling was used in selecting the study participants. The employees' names were arranged in an alphabetical order and numbered from the first to the last. A table of random numbers was used to select the first member of the sample and the next study participants were picked after every fifth count from the last selection and so on until the desired

sample size was used. Systematic sampling is most desired in situations where the population size is finite and some kind of alphabetical ordering is possible.

3.4 Data Collection

The researcher used a questionnaire to collect the data with the help research assistants. The questionnaire was first pilot-tested with ten volunteers from the customer service department of Safaricom Limited. A drop and pick later method was adopted. On drop off, the researcher and the research assistants ensured that the questioners were intact and clarified the questions to the respondents. The date and time when to pick the questionnaire were agreed upon to enhance response rate. The questionnaire was categorized into three sections. Section A contained general information; section B contained questions on job satisfaction and section C organizational commitment.

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3.5 Data Analysis

The collected data from the field was edited and screened for errors and omissions, accuracy, uniformity and completeness and then arranged to enable coding and tabulation before statistical analysis is carried out. Statistical procedures used to analyze the data included descriptive statistics such as means, frequencies, standard deviations, and percentages will be used to. Chi square tests were done to determine the relationship between job satisfaction and organization commitment. The analysis was performed using more advanced statistical analysis software package, SPSS version 11.5, to ease the work of generalization and formatting the output.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Response Rate

There were 620 customer care representatives at Safaricom Kenya Limited as at August 2006. Out of these, 124 were sampled to participate in the study. The study generated a 67.7 percent response rate providing a pool of 84 responses.

4.2 Job Satisfaction and Organizational Commitment

Mean score was used to gauge the overall opinion of the respondents in regard to their level of job satisfaction. Job satisfaction constructs were ranked based on the mean scores. A score of 1 represents extremely satisfied, 2- very satisfied, 3- satisfied, 4- somewhat satisfied and 5- not satisfied. The mean scores indicated that on average, the customer care representatives interviewed are satisfied (3.274) with their jobs. The respondents were satisfied with staff relations with co-workers, moral values, responsibility and working conditions while they were not satisfied with delegation, advancement, authority, recognition, ability utilization and supervision. The lack of effective supervision in the organization explains the respondents' level of job dissatisfaction, in resonance to the Herzberg's 1959 study who classified supervision as "dissatisfiers" in the workplace. Again the result the respondent dissatisfaction with advancement and ability utilization is tandem with Ting (1996) study that found that the lack of promotion opportunities had a significant effect on the decreasing job satisfaction of the white-collar workforce. He emphasized that individuals are motivated not only by their extrinsic needs, such as pay and promotion opportunities, but more importantly, by positive job-related factors, such as task clarity, skill utilization, task significance, and social interactions.

Table 4.1 shows that 60.8% of the participating staff were of the opinion that the organization fulfills its commitment to them both moderately and to a greater extents. This is above average and it is indicative of the caring organization that the company is.

Table 4.1: Level of employer commitment

	Percent
To a great extent	17.9
Moderately	42.9
Somewhat	28.6
Slightly	10.7
Total	100.0

Table 4.2 shows that 92.8% of the participating staff are of the opinion that they fulfill their commitment to the organization both moderately and to a greater extent. Analysis on individual organization commitment constructs shows that the staff to a greater extent go the extra mile in their performance and that they have no plans of working elsewhere. Comparatively, the results have the implication that the level of staff commitment to the organization outweighs the level of organization commitment to its staff. This trend exemplifies an imbalance in the level of organization commitment between the staff and the organization, likely to have a negative effect on the staff performance. These results are in agreement with Adams (1963) who argues that individuals perceiving a state of inequity in the commitment relationship might adjust his/her behavior by increasing or reducing inputs to restore a state of equilibrium.

Table 4.2: level of employee commitment

	Percent
To a great extent	46.4
Moderately	46.4
Somewhat	7.1
Total	100.0

4.2.1 Relationship between particular demographic traits and organization commitment

Chi-Square Tests were run to check for relationship between demographic traits and organization commitment to its customer service representatives. On the basis of χ^2 values (36.012, 21.888, 28.196) and p-value (0.000, 0.001, 0.000) respectively with 6 degrees of freedom at 95% confidence level, respondents' tenure in the organization, hours worked per week and educational level had a significant effect on their opinion regarding their employer's commitment to its staff. Significant variation in respondents' gender, age and grade were however not observed. Respondents who work for shorter hours per week were to a greater extent contented with the level of employer's commitment to its staff compared to respondents who work for longer hours per week. On the same note, respondents with university degrees were to a greater extent contented with the level of employer's commitment to its staff compared to their counterparts with diplomas. Also respondents who are on permanent employment tenure were to a greater extent contented with the level of employer's commitment to its staff compared to their counterparts on temporary tenure.

These results are indicative of the level of job security. Staff with higher levels of education and on permanent tenure are more contented with the organization's commitment to its staff and therefore more secure in their jobs. The results may also be indicative of the fact that the top management has been less responsive to the organization's commitment to staff on lower employment cadres, in contradiction with the Dubin, Champux and Porter (1975), Steers (1977) and White (1987) who

put it that increase in educational level correlates negatively with organizational commitment while those who do not plan to seek further education become more committed.

Chi-Square tests that were run to check for relationship between demographic traits and overall staff commitment to the organization show that on the basis of the χ^2 values (7.583, 17.609) and p-value (0.023, 0.001) with 2 and 4 degrees of freedom respectively at 95% confidence level, respondents' gender and age had a significant effect on their level of commitment to the organization. Comparatively more females (58.3%) are to a greater extent committed to the organization than the males (41.7%). Also noted was that more (66.7%) of the staff in their old ages (above 30 years) are to a greater extent committed to the organization than those below 30 years.

These findings contradict Stevens, Beyer and Trice (1978) results indicating weak correlations between sex and organizational commitment. However the findings confirm to Grusky (1966) and Hrebiniak and Alutto (1972) work that found out that females were less likely to change their organization compared to their male counterparts. Again the results on the relationship between age and organization commitment is consistent with Hrebiniak and Alluto 1972, Stevens et al. (1978) and Moris and Scherman (1981) results that as age increases, organizational commitment increases. Young employees were found to be less committed to their work than older ones.

4.2.2 Relationship between particular demographic traits and job satisfaction

Table 4.2 presents Chi-Square Tests that were run to check for relationship between demographic traits and job satisfaction. On the basis of the χ^2 values (41.625, 13.619) and p-values (0.000, 0.009) with 8 and 4 degrees of freedom respectively at 95% confidence level, significant differences in the level of job satisfaction across respondents' educational level and

gender were observed. More (97.0%) females to a greater extent satisfied with their jobs compared to 5.2% of males. Respondents with university degrees are to a greater extent satisfied with their jobs compared to those with diplomas. The latter finding points to the fact that the organization's reward system is a function of the level of one's education and those with degrees are more likely to get better rewards than those with diplomas thus explaining the variability in job satisfaction. Again the results confirm Michael's (1999) study that levels of job satisfaction tend to increase as one moves up the hierarchy in the organization.

Table 4.2: Chi-Square Tests on the relationship between demographic traits and job satisfaction

Demographic trait	Pearson Chi-Square Value	Df	P-value (2-sided)
Educational level	41.625	8	.000
Gender	13.619	4	.009
Age in years	13.043	8	.110
Tenure	7.957	8	.438

4.2.3 Relationship between job satisfaction and organizational commitment among customer care representatives at Safaricom Limited

Table 4.3 presents Chi-Square Tests that were run to check for relationship between job satisfaction and organization commitment. On the basis of the χ^2 value 34.462 and p-value 0.000 with 8 degrees of freedom at 95% confidence level, it is observed that there is a significant relationship between job satisfaction and organizational commitment among customer care representatives at Safaricom Limited. It was observed that 92.4% of respondents who are moderately and to a greater extent satisfied with their jobs also moderately and to a greater extent fulfill their commitment to the employer. On the same note, 99.2% of the respondents who are somewhat satisfied with their jobs are also somewhat committed to the organization.

These results are in tandem with Michael (VW) study that showed that satisfied employees tend to be more committed to their employers.

Table 4.3: Job satisfaction versus staff c^

		Overall, how well do you fulfill your commitments to your employer		
		To a great extent	Moderately	Somewhat
Overall, how satisfied are you with your job	To a great extent	15.4%		
	Moderately	38.5%	38.5%	
	Somewhat	7.7%	46.2%	99.2%
	Slightly	30.8%	15.4%	
	Not at all	7.7%		
Chi-Square Tests		Value	Df	P-value (2-sided)
		34.462	8	.000

Table 4 4 shows that the job satisfaction constructs that had a significant explanation on the level of staff commitment to the organization were compensation/ reward system, independence, staff relations with co-workers, recognition, activity, moral values, ability utilization, responsibility, security, authority, creativity and supervision and working conditions. It can therefore be deduced that recognition, ability utilization and supervision are the main constructs which the participating staff were least satisfied with and significantly affect the level of staff commitment to the organization. Issues relating to autonomy, though among the least satisfied with constructs, does not significantly have an effect on staff commitment to the organization.

The findings on the relationship between reward system and organization commitment is in resonance with Kajubi (1967), Grusky (1966), Sekitoleko (1988) and Opon (1986) who argue that rewards is among the most important factors which influence the strength of a person's

These results are in tandem with Michael (1999) study that showed that satisfied Employees tend to be more committed to their employers.

Table 4.3: Job satisfaction versus staff commitment to the organization

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	Somewhat	7.7%	46.2%	99.2%
	Slightly	30.8%	15.4%	
	Not at all	7.7%		
Chi-Square Tests		Value	Df	P-value (2-sided)
		34.462	8	.000

Table 4. 4 shows that the job satisfaction constructs that had a significant explanation on the level of staff commitment to the organization were compensation/ reward system, independence, staff relations with co-workers, recognition, activity, moral values, ability utilization, responsibility, security, authority, creativity, supervision and working conditions. It can therefore be deduced that recognition, ability utilization and supervision are the main constructs which the participating staff were least satisfied with and significantly affect the level of staff commitment to the organization. Issues relating to authority, though among the least satisfied with constructs, does not significantly have an effect on the level of staff commitment to the organization.

The findings on the relationship between reward system and organization commitment is in resonance with Kajubi (1967), Grusky (1966), Sekitoleko (1988) and Opon (1986) who argue that rewards is among the most important factors which influence the strength of a person's

attachment to an organization. They say that if a person discovers that he cannot obtain the rewards he originally desired, he either leaves the organization and joins another or if this is not feasible, he accepts those rewards which he can obtain and at the same time feels less committed to that organization.

Table 4.4: Relationship between individual job satisfaction constructs and organizational commitment

	Pearson Chi-Square Value	Df	P-value (2-sided)
Compensation / reward system	46.492	8	.000
Independence	38.769	6	.000
Staff relations with Co-workers	27.605	8	.001
Recognition	27.433	8	.001
Activity	26.769	6	.000
Moral Values	26.316	8	.001
Ability Utilization	25.200	6	.000
Responsibility	24.123	8	.002
Security	23.862	8	.002
Authority	18.298	6	.006
Creativity	15.743	6	.015
Supervision - human relations and technical	18.196	6	.006
Working Conditions	18.099	6	.006
Social Status	17.446	8	.026
Organization ethical climate	16.379	8	.037
Achievement	12.946	8	.114
Advancement	10.770	8	.215
Company Policy	10.123	6	.120
Delegation	9.452	6	.150
Communication	3.625	8	.889

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

This study was undertaken because of the researchers' interest in determining the relationship between job satisfaction and organizational commitment among customer care representatives at Safaricom (K) Ltd.

Analysis on the level of job satisfaction shows that the customer care representatives are satisfied with their jobs. Respondents were most satisfied with moral values, relations with co-workers, responsibility and working conditions. However, respondents were least satisfied with delegation, advancement, authority, recognition, ability utilization and supervision.

Analysis on individual organization commitment constructs shows that customer care representatives to a greater extent go the extra mile in their performance and that they have no plans of working elsewhere. The level of staff commitment to the organization outweighs the level of organization commitment to its staff.

Staff with higher levels of education and on permanent tenure are more contented with the organization's commitment to its staff and therefore more secure in their jobs. It can also be deduced that the top management has been less responsive to the organization's commitment to staff on lower employment cadres.

Respondents' educational level, age and gender have a significant explanation on the level of job satisfaction. Relatively more female are to a greater extent satisfied with their jobs compared to

enhanced job satisfaction. Also, the management ranks are recommended to adopt a participative management style that facilitates staff participation in decision-making process for improved job satisfaction and organization commitment.

The findings also suggest that management might be able to increase the level of commitment in the organization by increasing satisfaction with staff recognition, ability utilization and supervision. One way of addressing this would be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to these issues. Employees could be interviewed to determine their perceptions of management's ability to address these issues. Changes in organization variables, such as pay scales, employee input in policy development, and working relations with supervisors could then be made in an effort to increase job satisfaction and organizational commitment. A time bound job satisfaction improvement program that will ensure a comprehensive review of staff salaries and upward adjustments in staffhouse allowances is recommended.

5.4 Suggestions for further research

In concluding this research, it is recommended that more research be conducted on the other work variables such as stress, opportunities for career development, cultural factors and labor turnover within organizations in the communications sector in Kenya.

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Appendix i: Letter Of Introduction

Sharon Diane Khainga,
P.O Box 63495-00619,
Nairobi

Dear Sir/Madam,

RE: RESEARCH ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG CUSTOMER CARE REPRESENTATIVES AT SAFARICOM LIMITED

I am a student at the University of Nairobi, undertaking a masters degree in business administration (MBA). As part of my academic requirements, I am undertaking the above research project and would be very grateful if you could spare sometime and fill the attached questionnaire.

The information you give shall be treated with the utmost confidentiality and will be used solely for this research. The findings can be availed to you upon request on completion of the research.

Kindly enclose the questionnaires in the envelope provided.

/

Thank you for your co-operation.

Yours sincerely,

Sharon Diane Khainga,

MBA Student

Appendix ii: Questionnaire

Strictly Confidential

A: This questionnaire is to get general information about the individual. The information given will be kept confidential. No name is required.

A. GENERAL INFORMATION

Tick the right answer and write where necessary.

1. Gender: Male Female

2. Age in years:

Below 20 years 21-30 years 31 -40 years over 40 years

3. Job Title:

4. Grade:./

5. Department:

6. Tenure: Permanent Temporary Full time Part time

7. Years in customer service

8. Hours per week

9. Educational level: Primary Secondary Diploma 1st University degree Post graduate

B: JOB SATISFACTION

The purpose of this section is to establish your level of job satisfaction at the company. Please tick the level to which you are satisfied with each of the following factors as follows:

"Extremely satisfied" "Very satisfied" "Satisfied" "Somewhat satisfied" "Not satisfied"

Factor	1	2	3	4	5
Ability Utilization					
Activity					
Achievement					
Authority					
Independence					
Moral Values					
Responsibility					
Security					
Creativity					
Social Status					
Advancement					
Company Policy					
Communication					
Organization ethical climate					
Delegation					
Compensation / reward system					
Recognition					
Supervision - human relations and technical					
Working Conditions					
Staff relations with Co-workers					

C: ORGANIZATIONAL COMMITMENT

The purpose of this section is to establish your level of commitment to the company/ organization. Please tick the level to which you agree or disagree with following statements relating to organizational commitment on the following scale:

"Strongly Agree" "Agree" "Slightly Agree" "Disagree" "Strongly Disagree"

	1	1	2	1	3	4	5
Affective Commitment	1		2	3	4	5	
I would be happy to spend the rest of my career with this company							
I feel a sense of belonging to the company							
I feel emotionally attached to the company							
The company has a great deal of personal meaning to me							
Continuance Commitment							
It would be hard for me to leave the company now, even if I wanted to							
One of the few negative consequences of leaving my company would be scarcity of available resources							
I feel that I have few options to consider leaving my organization at this time..							
Normative Commitment							
I feel obligated to the organization							
This company deserves my loyalty							
I owe the company a lot							
I would feel guilty if I left the company now							

To what extent do the items below describe your employer's relationship with you? Please answer using the following scale

"Strongly Agree" 'Agree' 'Slightly Agree' 'Disagree" "Strongly Disagree'

	1	2	3	4	5
Imparts information sufficiently					
Trusts its employees fully					
More and more work for less pay					
Shares important information with its workers					

To what extent have you made the following commitment or obligation to your employer? Please answer using the following scale

"To a great extent" "Moderately" "Somewhat" "Slightly" "Not at all"

	1	2	3	4	5
Remain with the organization indefinitely					
Do only what I am paid to do					
Go the extra mile in my performance					
Seek out developmental opportunities that enhance my value to the employer					
Accept increasingly challenging performance standards					
Make personal sacrifices					
Build contacts outside the firm that enhance my career potential					
Accept new and different performance demands					
Actively seek internal opportunities for training and development					
Seek out assignments that enhance my					

employability					
Make no plans to work elsewhere					
Respond positively to dynamic performance requirements					
Leave at any chance I get					
Plan to stay for a long time					
Commit myself personally to the organization					

Please answer using the following scale

"To a great extent" "Moderately" "Somewhat" "Slightly" "Not at all"

1 2 3 4 5

Overall commitment	1	2	3	4	5
Overall, how well does your employer fulfill its commitments to you					
Overall, how well do you fulfill your commitments to your employer					
Overall, how satisfied are you with your job					

Thank you for taking your time to complete this questionnaire.