FACTORS INFLUENCING EMPLOYEES' JOB SATISFACTION: A CASE OF AMBOSELI-TSAVO GAME SCOUTS ASSOCIATION, KAJIADO COUNTY, KENYA

BY

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DECLARATION

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

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

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DEDICATION

This research project report is dedicated to my wife – Dr. Jennifer Timpiyian Ntoyian and our daughter Baby Olive Mayiana Ntoyian

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ABBREVIATION AND ACRONYMS

AET: Amboseli Ecosystem Trust

ATGRCA: Amboseli-Tsavo Group Ranches Association

ATGSA: Amboseli-Tsavo Game Scouts Association

CPR: Common Pool Resources

KWCA: Kenya Wildlife Conservancies Association

SPSS: Statistical Package for Social Sciences

ABSTRACT

People management is an important aspect of organizational processes. Ensuring that employees in a firm are satisfied with their working environment and conditions is key in the productivity and reputation of an organization. Most studies have been done in organizations to determine the level of satisfaction of employees to enhance their efficiency. Very little information is known about the level of satisfaction among employees in ATGSA in spite of it having been in force for over 10 years and mandated to protect the natural resources in Amboseli ecosystem, which are key to the pastoral livelihoods in the ecosystem. This study was therefore, to evaluate factors affecting employees' job satisfaction among the employees with specific consideration in the Amboseli-Tsavo Game Scouts Association (ATGSA) based at Kajiado County, Kenya. The specific objectives of the study were to establish how remuneration package influence employees' job satisfaction in ATGSA, the effect of working environment on job satisfaction, examine how fairness influence employees' job satisfaction, investigate the influence of promotion on employees' job satisfaction, and determine how job security affects employees' job satisfaction among employees in ATGSA. Out of the target population of 362 members, only 195 individuals were used as respondents to this study. Simple random sampling technique was used to identify the respondents who were interviewed using an open and closed ended questionnaire. Drop and pick later technique was also used. The closed ended response questionnaire used a five point likert scale. The results of this study showed that few individuals (11%) strongly agree on level of satisfaction with the remuneration package, and strongly agree (53%) on the working physical environment. In addition, 55% strongly agree with satisfaction level on comfort with their responsibilities in the organization with only 26% strongly disagreeing on promotion procedures. From the summary of findings, the study concludes that the respondents are not satisfied with their remuneration package and this lowers the morale of workers in the workforce. The study also concludes that working environment greatly influences the level of employee job satisfaction in ATGSA and that working environment affect employees' job satisfaction. On fairness and equity, the study concludes that fairness in service highly influence job satisfaction in ATGSA. On promotion, the study concludes that promotion influences employees' job satisfaction in ATGSA and that it affects employees' level of commitment. The study also concludes that job security influence employees' job satisfaction in ATGSA. From the summary of findings and conclusions in this chapter, the study established that majority of the staff members were male compared to females. This study therefore recommends that there should be gender equity in recruitment in all levels within the organization. The study established that majority of the Scouts are satisfied with the current working environment. This study therefore recommends that the same standards should be maintained or improved further. The study established that a higher number of the ATGSA staffs are currently happy about the recruitment procedures but a significant proportion is not happy about the ranking procedure. This study therefore recommends a more inclusive, transparent and participatory ranking system. The study established that ATGSA staffs were neutral on whether job security affected their job satisfaction. This study therefore recommends serious engagement of the staffs in relation to their job security.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Governance has been a thematic focus for a number of disciplines and in recent years the number of books and journal articles on this topic has increased significantly. In some cases 'governance' has just been substituted for 'government' and the scope and direction of enquiry has not changed (Kondlo and Ejiogu, 2011). Many recently published books on governance deal with either the operation of national government or the process of decentralization (Cheema and Rondinelli, 2007). The focus on decentralization was partly driven by major development banks which during the 1990s required decentralization 'as part of the structural adjustments needed to restore markets, create or strengthen democracy, and promote good governance' (Cheema and Rondinelli, 2007). An increasing number of books are being published on the general topic of governance.

A number of these books deal with the impact of decentralization on local government units and how these units are faring (Olowu and Wunsch, 2004). Some expand their scope to also look at traditional organizations (Jackson et al., 2009) and others limit their analysis to the governance at the national level (Noman et al., 2012; Akude, 2009). However, work by Hyden and colleagues explicitly expand this to include the role of civil society as well (Hyden et al., 2000). *Governance in the 21st Century*, part of a book series titled Africa in Focus (Kondlo and Ejiogu, 2011), deals largely with the historical evolution of the African state and the spread of democracy. In recent years, this has been driven by initiatives to address climate change, most notably the Reduction in Emissions due to Deforestation and Forest Degradation or REDD programme. REDD has effectively increased the value of forests beyond its conventional value for timber and non-timber forest products (NTFPs) to include the value of carbon. Large amounts of funding are now available to implement REDD, but the need to funnel funds from international agencies all the way down to households living in carbon-plenty forests, such as the Amazon, has proved extremely difficult. This has raised many questions about cross-scalar governance between the local and global levels.

Africa, however, has coined and promoted the concept of community-based natural resource management or CBNRM (Child and Barnes, 2010). This, too, has focused on common pool resources (CPR), in this case wildlife. CBNRM projects in Zimbabwe, Namibia, and to a lesser extent Botswana, have all shown that wildlife management can be improved if rights to these resources are transferred to local communities. Governance is key to the success of these programmes and getting the benefits of CBNRM to flow to local households has been challenged by, amongst others, local elite and recentralization of these resource rights.

In Kenya, which is one of the most developed wildlife-based tourism destinations in Sub-Saharan Africa (Sindiga, 1999), searching for a sustainable approach of managing wildlife traces back to the 1970's post-independent wildlife policy that gave emphasis to preservation of land occupied by wildlife leading to creation of numerous National Parks and Reserves. Under this strategy, hunting was disallowed and tourism activities were limited to land within the protected areas. Although the policy contributed towards reduction of wildlife losses in protected areas (Norton-Griffiths, 2000), it led to local communities being evicted from their ancestral land. Since the local communities never participated in the establishment of the protected areas, this policy neither provided for their interests nor gave them access to wildlife benefits. Moreover, with seventy percent of wildlife living outside protected areas either on permanent or seasonal basis, greater wildlife losses arose from outside the parks and reserves and therefore this strategy failed to support the objective of total protection.

The enactment of the Wildlife Act (also called the Wildlife Conservation and Management Act) by the Kenyan Parliament in 1977 (Western, 1994) led to a major overhaul of the conservation policy. As indicated in Sessional Paper 3 of 1975 (Republic of Kenya, 1975), the new policy called for direct negotiations on the future of wildlife in dispersal areas between the newly created Wildlife Conservation and Management Department (WCMD) and the local communities.

However, due to an inadequate legal framework, political and bureaucratic interference, and corruption, the (WCMD) did not succeed in tackling the increased levels of human-wildlife conflicts and loss of biodiversity, which are the two major wildlife management problems it had been created to deal with (Kock, 1995; Honey, 1999). Further, the local communities, who bear both direct and indirect costs of living together with seventy per cent of wildlife, remained

excluded from direct cash benefits that could be derived from wildlife in their privately owned lands (Norton-Griffith, 2000). The 'negotiating policy' could not allow initiation of management partnerships with local communities since it lacked a clear framework to facilitate its implementation.

In an attempt to improve the relationship between the state and landowners in the wildlife dispersal areas, and curb the biodiversity losses of the 1970s and 1980s, the Wildlife Conservation and Management Act, 2013 was enacted. This Act opens the avenue to focus on the already existing community based natural resources management initiatives. This was effected through recognition of the Kenya Wildlife Conservancies Association (KWCA) in the Act, including its major role in wildlife conservation and security. As indicated in their website, Kenya Wildlife Conservancies Association (KWCA) is a landowner-led national membership organization representing community and private conservancies in Kenya. KWCA works with conservancy landowners and regional associations to create an enabling environment for conservancies to deliver environmental and livelihood benefits, wildlife security and effective natural resource management. Amboseli Ecosystem trust is one of the constituent member/regional associations of KWCA

Amboseli Ecosystem Trust (AET) is a regional membership Trust that is mandated to coordinate the implementation of the Amboseli Ecosystem Management Plan and foster wildlife security within the vast Amboseli region. It constitute the Amboseli-Tsavo group ranches association (ATGRCA), a political arm that deals with land tenure and land management issues in Amboseli region. The other arm is Amboseli-Tsavo Game Scouts Association (ATGSA)- community rangers. This department is mandated to provide day to day wildlife security within the region and general natural resources monitoring. There are over 350 community rangers in Amboseli under AET who complement the work of Kenya Wildlife Service rangers in providing wildlife security.

People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. Amboseli Ecosystem Trust is not an exception, the growing number of AET security personnel or community rangers is posing human resource

management challenges. Just like any other corporate, there is need to ensure that these staff remain satisfied, committed to this noble course and motivated. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Job satisfaction describes how contented an individual is with his or her job.

1.1.1 Employees' job satisfaction

Job satisfaction is a key element of general satisfaction which gives employees energy to perform and continue his job adequately. Job satisfaction regulates the peace of mind, foster relaxation that leads to more enthusiasm and more innovative work (Maher, 2004). It gives the clear picture of completeness and accomplishment emanating from his work, a feeling which has nothing to do with money but a feeling of relief that the employee gets out of the work itself (Odwan, 1999).

In the literature of subject, satisfaction is identified as an employee's positive attitude towards the company, co-workers and, finally, the job. The concept of satisfaction refers to the sphere of expectations in relation to the company and is, therefore, a purely subjective notion, but translates into quality of work (Mrzygłód, 2004). This concept of satisfaction originated from the humanistic school of thought, one of the branches of psychology. The precursor and a supporter of the school was A. Maslow, who believed that people seek to satisfy their needs in a proper hierarchical order. From the lowest level and moving upward, he ranks first physiological needs, then safety, belonging, appreciation and self-realization. According to Maslow, only after feeling satisfaction in meeting the needs of a lower level is there a desire to implement a need on a higher level (Hoffman, 2003).

1.2 Statement of the problem

During past two decades, employee engagement became a very popular managerial concept. Organizations use different engagement building tools in order to engage employees to their jobs or organization and also increase the level of employees' job satisfaction (Sakovska, 2012).

According to the research conducted in Malaysia by Converging Knowledge Pte Ltd (2011), security service industry is highly competitive if compared to other industries in Malaysia. Every player in this industry often suffers with challenge in improving the standards and inventing their

service offerings in order to attract more customers. Besides that, Hall (2010) also emphasizes that front line employees have contributed directly to an organization's competitive advantage and it will be a serious effect on its bottom line. He also stated that the employees' work performance in security service industry would directly lead to customer satisfaction or dissatisfaction since they are the one who face directly with customers.

Dienhart and Downey (1992) mentioned that "Service-oriented employees are important to virtually every job in a security service organization because they promote the organization's public image and the quality of life in the workplace. For a conclusion, in order to better serve customers and provide security in any security service industry, the organization must fully understand the service's components and define the impact of employees' service orientation which would direct affect to security service operation's success.

Despite the greater role of the Community Game Scouts in Amboseli in providing wildlife security and playing the role of frontline employees in wildlife security, there is no documentation on how they perceive their job satisfaction. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation, the study will investigate in-depth the factors influencing employees' job satisfaction within Amboseli-Tsavo Game Scouts Association (ATGSA), Kajiado County, Kenya

1.3 Purpose of the study
To establish factors influencing employees' job satisfaction: A case of Amboseli-Tsavo Game Scouts Association, Kajiado County, Kenya

1.4 Objectives of the study
1. To establish how remuneration package influence employees' job satisfaction in ATGSA
2. To determine how the working environment influence employees' job satisfaction in ATGSA
3. To examine how fairness in equitable treatment influence employees' job satisfaction in ATGSA
4. To establish how promotion procedures influence employees' job satisfaction in ATGSA
5. To determine how job security influence employees' job satisfaction in ATGSA

1.5 Research questions

1. How does remuneration influence job satisfaction of the ATGSA employees?
2. How does working environment influence job satisfaction of the ATGSA employees?
3. To what extent does fairness in equitable treatment influence employee job satisfaction in ATGSA?
4. Do promotion procedures influence job satisfaction of the ATGSA employees?
5. How does job security influence job satisfaction of the ATGSA employees?

1.6 Significance of the study

Amboseli Ecosystem is a multi-stakeholders/multi-players ecosystem. The community scouts outfit is therefore a collection of different scouts employed by different partners. All the scouts are coordinated from one point by a scouts' coordinator but paid by different partners. It is the role of every manager to take into account the general wellbeing of their staff. This is essential in order to create an environment that is both conducive and harmonious for every role player of an organization.

In order to establish this, the coordinator had to have an indication of what exactly contributes to the areas of job satisfaction. The value of this study is to investigate and highlight the levels of job satisfaction at ATGSA. Therefore the researcher has made some recommendations and suggestions on how to improve on job satisfaction of the scouts. Some of the recommendations may be significant to other landscapes like Maasai Mara, Laikipia Wildlife forum and the Northern Range-land Trust. The said landscapes share the same issues like in Amboseli and may also benefit from the study. The study may also inform engagement procedures by the other stakeholders who have interest on the scouts' organization

1.7 Assumptions of the Study

The study assumes that the respondents are knowledgeable on the factors affecting employees' job satisfaction within Amboseli-Tsavo Game Scouts Association (ATGSA). The study also assumes that the respondents would fill the questionnaires correctly without delaying for effective data collection hence reliable data will be obtained.

1.8 Limitations of the Study

A key limitation that the researcher encountered was respondents' truthfulness. The researcher encountered cases where the respondents were not fully truthful, and may have provided what

they thought the researcher want to hear as opposed to what is the exact situation. To counter this, the researcher assured the respondents anonymity and confidentiality, and reassured them that the feedback was only for the purpose of the study. Secondly, the researcher faced difficulties in accessing top level management of the ATGSA sponsors owing to their busy schedule. On the difficulties imposed by accessing top level management, the researcher attempted to reach them via electronic means, for instance the use of emails. Finally, the researcher faced time and financial constraints in collecting the information from all ATGSA outposts in the Amboseli Ecosystem. This is because the time allocate for the study was minimal and required a lot of financial injection to cover the scope. To counter this, the researcher used research assistants to aid in dropping and picking the questionnaires.

1.9 Delimitation of the Study

The focus of the study is on factors affecting ATGSA employees' job satisfaction within Amboseli Ecosystem, Kajiado County in Kenya. The study will focus on ATGSA employees within the entire Amboseli Ecosystem/Loitokitok constituency, Kenya

1.10 Definitions of Significant Terms Used in the Study

Fairness: It is viewed as fairness in terms of the equitable treatment of all employees. Equitable treatment in terms of working conditions, access to working equipment, performance feedback, retest opportunities, and other features of test administration.

Job satisfaction: Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Job security: Assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts. It may also be affected by general economic conditions.

Promotion: In terms of a career and in the context of this study, a promotion refers to the advancement of an employee's rank or position in a hierarchical structure.

Remuneration: It includes all payments, benefits or allowances which are required to be included in the income of the employee from an office or employment

Working environment: When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building.

1.11 Organization of the Study

Chapter one discusses the background of the study in which the contextual and conceptual issues are highlighted and highlights conceptual analysis and gives direction for the study. It projects context by giving a deeper description on current global trends. Chapter two covers empirical and theoretical literature on employees satisfaction and gives a further elaboration on the context of the study. The chapter summarizes studies that were assessed and provided a foundation upon which the findings will be discussed and conclusions drawn. The chapter also gives the setting and the theory upon which the study is anchored. Pertinent literature on project performance is elaborated and substantiated.

Pertinent gaps in empirical studies will be identified to inform the conceptual framework where interrelationships between study variables are depicted on the conceptual model. A summary of knowledge gaps as obtained from the empirical literature will also be clearly shown. Chapter three will cover research methodology as applied in the study, the philosophical orientation, research design, target population, sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data collection, procedures for data analysis, operational definition of variables and ethical considerations. Chapter Four shall entail data analysis, presentation, interpretation and discussion of study findings while chapter five shall cover summary of research findings, conclusions, recommendations and suggestions for further research

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. This chapter reviews literature with respect to the research objective on the factors influencing employees' job satisfaction in ATGSA; Kajiado County, Kenya

2.2 Empirical review; Employees job satisfaction

The job satisfaction of an employee is a topic that has received significant attention by managers and researchers alike (Gautam; Mandal and Dalal, 2006). Job satisfaction deals with the feelings that an individual has about his/her job. Organizational behavior research has revealed that individuals who express high satisfaction in their jobs are likely to be more productive, have higher involvement and are less likely to resign than employees with less satisfaction. In 1959, Herzberg, Mauser and Snyderman found that job satisfaction is elusive even chimerical concept that has been immensely confronted since. In any field of business job satisfaction has been a matter of concern and attention nowadays.

Job satisfaction is the backbone for an organization's success; the key to successful organization is the secret of satisfied workers. Job satisfaction is basically described as the feelings that an employee has about his/her job. It is an interesting topic to both people who work in organizations and people who study them. Job satisfaction can be formally defined "as the degree to which individuals feel positively and/or negatively about their jobs" (Steyn &Van Wyk 1999). Employees experience a feeling of accomplishment if their desired expectations are met, that will ultimately determine the degree of satisfaction. In other words, job satisfaction befalls when a job meets the, values, expectations and standards of an individual and will stimulate their commitment and performance (Gordon 1999).

2.3 Remuneration and employees' job satisfaction

Human resource management becomes a significant aspect for an organization's prosperity. Because it is the human who built up and develop the organization, to effectively and efficiently

achieve its objectives. Today human acknowledged as the most valuable asset for an organization so they should be properly administered (Kabene et al, 2006).

Kreitner and Kinicki (2001) described that according to Herzberg theory, there are two factors of motivation Hygiene factors and motivator factors in which include factors like salary, recognition and need for achievement. According to Werner (2001), job satisfaction has several facets in which include work its self-mean how much work is meaningful for people, salary which is paid to people, promotion opportunity for people, and recognition.

Locke (1976) defined job satisfaction as "job satisfaction is actually an enjoyable and exciting emotional condition which someone gets in their work". Job satisfaction is important for reducing turnover rate and increase motivation. People will be more committed and more productive during their job if they are more satisfied (Al-Hussami, 2008). Satisfaction and dissatisfaction not only depend of the job but also depend upon employee's expectation about job (Hussami, 2008).

Martocchio (1998) described that compensation include both intrinsic rewards and extrinsic rewards. Extrinsic rewards include monetary and non-monetary rewards. Non-monetary rewards include things apart from basic pay like benefits. Money is the indicator of motivation. Employees' performance will increase if they are highly paid. Money is considered as the reward which is given to employees against work, to support their family, and payment for the work which is done.

Barton (2002) suggested that organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention. Dessler (2008) indicated that employee pay includes all compensation factors which are given to him against his work. Heery and Noon (2001) defined pay as payment, in which include many components like basic salary, benefits, bonuses, pay for doing extra work and incentives" According to Erasmus, van Wyk and Schenk (2001) define pay, "is what an employee gets against his work after fulfilling his duty, include all type of financial and non-financial rewards".

Less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction (Robbins, 2003). Yang, Miao, Zhu, Sun, Liu and Wu (2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct

influence on satisfaction level of employee. NL (2012) described that pay is one of those satisfying variable which hindered reduces the dissatisfaction level of employees. If an employee is compensated according to his need, he will easily manage overload work if any emergency occurs. E.g. if earthquake comes or flood comes and nurses have to work overtime, they will happily do it. So remuneration is most satisfying factor.

Robbins (2001) described that Herzberg's motivation-hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction. Expectancy theory described that people do effort because they want some rewards in term of money, promotion etc. People expect that if they work well in the workplace then their performance will increase and automatically their pay will increase and they will be promoted. This will cause increase in their job satisfaction level.

According to Bozeman & Gaughan (2011), the perception of being paid what one is worth predicts job satisfaction. They further state that there is a positive significant relationship between compensation and job satisfaction. Job satisfaction is perceived as an individual's attitude and behavior towards aspects of his own job. Personal job satisfaction is an affective or emotional response toward various facets and outcomes of one's job, meaning that personal satisfaction in relation to a job is not unitary, as a person may be satisfied with one aspect of his or her job and dissatisfied with the rest.

2.4 The working environment and employees' job satisfaction
The work environment refers to the relationship between a worker and his environment that can be broken down into different dimensions like the social, technical and economic in which the work is normally viewed and designed. Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

Miller, Erickson & Yust (2001) forwarded their view that employees get benefited by work environment that provide sense of belonging (Shoaib Madiha et al., 2009). Kabir (2011) also established in his research at Pharmaceutical industry, Bangladesh that working environment played an important role in the employee's job satisfaction.

The employees are the most important asset in all companies. A good working environment reduces sick leave, lowers turnover rates and increases efficiency .Work environment means the physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality.

The productivity of employees is determined by an inordinate level, on the environment in which they work. Work environment involves all the aspects which act and react on the body and mind of an employee. Under organizational psychology, the physical, mental and social environment where employees are working together and their work to be analyzed for better effectiveness and increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximized. Work has an economic aspect as well as mechanical aspect and it has also psychological aspect. Effective work environment encourage the happier employee with their job that ultimately influence the growth of an individual and organization which leads to growth of an economic level.

The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working. Such as, it is very wide category that incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. industry setting, workers relation). However all the aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and this also affects the welfare of employees.

Your work environment and job satisfaction go hand in hand. How you feel about your work, office and co-workers will affect your productivity and how long you decide to stay at your job.

A positive or negative workplace environment can either help or harm job satisfaction and employee turnover. A positive work environment is not only important for our physical, mental and emotional health, but is also important for the product or service we produce for the company. The better we feel at work, the more likely we will take pride in our work functions and be loyal toward our place of employment.

Elements of work environment: Generally work environment may be divided into three broad components. Physical Environment: This includes ventilation & Temperature, Noise, Infrastructure and Interior and Amenities. Mental Environment: This connotes Fatigue, Boredom, Monotony, and Attitude & Behaviour of Supervisor & Colleagues. Social Environment: Social environment denotes to the cluster to which an employees to be appropriate. Employees develop an intellect of belonging to their cluster. The standards and privileged of the cluster impact significantly the attitude and behavior of individual employees. Effect of Work Environment on Job Satisfaction: The main aim of this study is to identify the effect of work environment on job satisfaction. However the physical work environment creates the physical condition that can affect the health of employees. Yet, the way in which the mental environment creates vicious condition (e.g. fatigue boredom, attitude and behaviour of supervisor and colleagues) for employees and social environment can affect the confidence level or performance of employees. So, ultimately the work environment can influence the satisfaction level of employees or else these factors can consequence the performance of overall.

Apparent and Open Communication: In essence, it addresses the employees feel that they are appropriate in the organization. However it is necessary for staff to deliberate the organization's philosophy, mission and values. Stability of Work-Life: There has to some sort of balance between work and personal life. In general having the sense of balance will improve job satisfaction among employees. Impartiality: Employees need to identify that they are being impartially rewarded established on their performance. Impartiality means that the consequences of performance are resolute by the quantity and quality of the performance. Consistency: Consistency means predictability. Subordinates want to know how their supervisor will react in a given situation. According to management studies consistency is a single most effective Job satisfaction represents one of the most complex areas facing today's managers when it comes to

managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers,

Job satisfaction is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. Job satisfaction is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied

A simple definition of Job satisfaction "Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative." There are different aspects to job satisfaction, some will agree whole-heartedly to this and some will disagree. So what are the different dimensions or aspects of job satisfaction?

All these factors, elements or dimensions are very different for each individual and his or her perspective of job satisfaction. One of the best ways people have realized to get a grip on job satisfaction is to establish the right kind of culture in their organizations; this is often called corporate culture.

The satisfaction or utility that a worker receives from employment. Job satisfaction might result from the working environment (friendly co-workers, supportive boss) or from the type of work performed (playing sports, creating artwork, accomplishing goals). Satisfaction generated by a job is part of the "total compensation" an employee receives; meaning workers with more job satisfaction are often willing to accept a lower monetary wage payment.

A positive work environment can increase job satisfaction and decrease employee turnover. According to Gallup Business Journal, (2011) your relationship with your supervisor and co-workers will likely affect your well-being and engagement at work, which will also influence how long you decide to stay there. Positive, uplifting conversations with your boss and peers will create an encouraging workplace environment that's productive, thriving and innovative. This type of workplace will also focus on and praise employees' progress because, according to a Harvard Business Review survey (2010), workers are the happiest and most motivated when they believe they're improving and moving forward in their work.

According to Rothmans and Coetzer (2002), job satisfaction among employees is an indicator of organizational effectiveness, and it is influenced by organizational and personal factors. Most employers realize that the optimal functioning of their organization depends in part on the level of job satisfaction of employees, hence the emergence of the statement, "Happy employees are productive employees" (Saari & Judge 2004). For performance to be optimal, an employee's full potential is needed at all levels in organizations; this emphasizes the importance of employee job satisfaction (Rothmann & Coetzer 2002).

2.5 Fairness and employees' job satisfaction

Assessment of the role of fairness in organizations arose in connection with the study of pay structures, relative wages, and references wages. The more orthodox economic approach, Milgrom and Roberts (1990) attempt to identify the advantages of the decision processes that permit rent-seeking, and to incorporate this into a cost-benefit analysis of optimal decision processes. Equity criteria are endogenously defined by organizations in order to generate efficiency: they constrain rent-seeking and are a substitute for less "open" (i.e. more hierarchical) organizational processes. Equity should never go as far as stunting incentives to pursue organizational objectives. On the other hand, it can in many cases lead to the first best solution, by limiting resistance to change and allowing the implementation of new proposals that do not damage the other interested parties. Akerlof and Yellen (1984, 1990) move away from the orthodox stream. Starting from a critique of efficiency wages, they highlight the role of gift exchange and reciprocity between employers and employees, and of fair wages, to remedy the inability of traditional microeconomic models to account for higher than minimum work effort and wages above marginal products. Fair treatment increases worker morale and, consequently, effort. Frank (1984) argues that egalitarian internal wage structures arise because of "equity" considerations, a concept that he equates with that of status; Stark (1990) takes account of relative status deprivation in order to explain why workers are usually not paid their marginal product; Frank (1996) provides compelling evidence that compensating wage differentials are due to the necessity to abide with social responsibility on the job; Levine (1991) argues that group cohesiveness and lower wage dispersion increase efficiency in participatory firms, thereby explaining involuntary unemployment among blue collars, who are paid above-market wages in order to boost their compliance with the firm's objectives. In some studies, worker satisfaction as a proxy for individual well-being is connected with distributive fairness. Clark and Oswald

(1996) show that workers well-being is negatively influenced by comparison wage rates, which depend on the wage paid to fellow workers within the organization. Some studies have analyzed the role of fairness in different types of organization. Most of them deal with nonprofits, since these have often been associated with a higher degree of distributive fairness (Leete, 2000), intrinsic motivations and ideological drives (Rose-Ackermann, 1996).

Leete (2000) takes wage dispersion as the relevant proxy for comparing the different degrees of distributive fairness characterizing different organizational forms. The hypothesis is that non-profit organizations rely on the collaboration of intrinsically motivated employees. Intrinsic motivations are thought to be supported by a higher degree of wage equity, which is a proxy for fairness, since a strong dispersion of monetary remuneration would stunt motivations different from monetary ones, in a manner similar to the crowding-out effect hypothesized by Frey (1997). Labor market data from the 1990 US Census confirm the hypothesis, since a negative and significant spread between non-profit organizations and for profit-firms is shown, while the average level of monetary remuneration is similar in the two organizational forms. The differences in variance are as wide as 20% for executives, and 14% for white collar workers as a whole. It declines to 3% in the case of blue collars.

In Leete's study, wage dispersion is the only aspect that represents a fairer work environment, while the role of non-monetary aspects, for example linked to organizational processes, is merely assumed. A second limitation is the assumption that lower wage dispersion is *always* synonymous with fairer work environment. This assumption abstracts from the real features of distributive processes, since, in principle, also higher wage dispersion can be fairer depending on the characteristics of the workforce and of the production process. Furthermore, Leete does not present any evidence on how wage equity is perceived by workers. Finally, the influence of fairness on worker well-being is not analyzed.

These works are nearer to the traditional economic approaches, which identify a causal link between effort and monetary incentives. They are mainly concerned with outcomes, and therefore with distributive fairness. A few, much more recent, studies deal with the fairness of procedures. They examine non-monetary aspects of the job, and confirm a positive impact on worker morale and effort. Notably, some recent studies explicitly introduce the idea of procedural utility (Benz, Frey and Stutzer, 2004), which states that people value not only actual

outcomes i.e. the *"what",* but also the conditions and processes which led to these outcomes, i.e. the *"how".* Procedural utility refers to the non-instrumental pleasures and displeasures of processes.

The only applied study carried out on this same concept in the realm of work organization is the one by Benz and Stutzer (2003), who work on the 1998 UK WERS (Workplace Employee Relations Survey). They find that worker satisfaction with pay is positively and significantly influenced by procedural factors such as the frequency of being asked about pay issues by superiors. The procedural factor is a proxy for the strength of consultation processes and the clarity of procedures followed in fixing wages and wage changes. This result is obtained over and above the influence of pay itself, which is positive and significant. Hence procedural utility is valued independently of pay and other instrumental elements of well-being.

Besides, just one item representing procedural utility is introduced, and the results, which do not distinguish among different organizational forms, concern pay-satisfaction alone, not overall satisfaction with the job. The importance of fairness in organizational settings emerging from the above-cited studies enables the formulation of new tentative hypotheses concerning the relation between fairness and Frey and Stutzer (2005) apply the concept of procedural utility to the political sphere, showing that participation rights in political processes have a positive and significant effect on citizens' well-being, measured as satisfaction with life in general. Other studies consider the determinant of job satisfaction, without making the role of fairness explicit, however.

Benz (2005) tests the determinants of job satisfaction using two large datasets for the whole US and UK economies (the National Longitudinal Study on Youth for the US and the British Household Panel Survey for the UK), comparing nonprofit and for-profit workers. His main finding is that workers in nonprofit organizations are indeed more satisfied with their jobs than their counterparts in for-profit firms. The result is robust with respect to differences in monetary compensation and fringe benefits, and to different personal characteristics in the non-profit and for-profit sectors. The work by Benz goes some way towards identifying the determinants of job satisfaction. However, it lacks empirical evidence on worker motivations and fairness.

2.6 Promotion and employees' job satisfaction

Heery and Noon (2001) define promotion as "getting high status in workplace by doing effective work, generally increase the status, position and remuneration of employee in the organization". Grobler et al. (2002) define promotion as "going towards upward position in the organization". Graham (1986) defines promotion as "shifting from lower designation to high designation within an organization and usually increases in pay package". If organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high (Shields and ward, 2001). When employees get promotion they will be more committed to their organization (De Souza, 2002). Pay and promotions are considered most important element for the employee satisfaction (Parvin & Kabir, 2011).

Promotion has significant effect on employee satisfaction (Wubuli, 2009). There is positive relationship seen between job satisfaction and opportunity to develop (RAMASODI, 2010). If organization provides employees the factors of promotion like facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction has direct relationship (Naveed et al., 2011). Robbins (2001) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job.

Herzberg theory of motivation tells what employees demand from their job. Three need theories tell that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled. Herzberg theory indicated that there are some components of motivation like growth, responsibilities, recognition, achievement and advancement which also leads to job satisfaction. Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment.

The other factors such as fair promotion system, job autonomy, leadership behavior, social relations are also the dominant in determining the level of job satisfaction (Dawson, 1987). Nguyen et al., 2003 concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003).

"Promotion is a Shifting of employee for a job of higher significance and higher compensation (Shields and ward, 2001). "The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package is a promotion (Dawson, 1987). Another definition of promotion is "the reassignment of an employee to a higher-rank of job (Park et al., 2003).

Many researchers give their opinion that job satisfaction is strongly correlated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction (Park et al., 2003). The reliance of the positive correlation between promotion and job satisfaction is on perceived justice by workers. A significant facet of career of an employee is promotion that affects other aspects of experience of work. They make up of a vital facet of mobility of labor related to workers, most frequently having considerable increment of wages (Dawson, 1987).

Pay satisfaction and satisfaction related to job security both are most significant categories of job satisfaction for ascertaining give-ups regarding future, whereas satisfaction with regard to promotion opportunities is not a major factor (Park et al., 2003).Dissatisfaction in regard to opportunities for training & promotion is strongly influenced by the purposes for give-up as compared to dissatisfaction regarding workload or pay by employing data of cross-sectional nature. Merely a small number of papers are assessing the influence of promotions on satisfaction of job on the whole (Dawson, 1987).

Few numbers of managers makes estimation about the impact of promotions on satisfaction of workers, by concentrating on satisfaction regarding promotion. Managers who have been promoted feel more satisfaction with opportunities regarding promotion and have more expectations for future promotion (Dawson, 1987).

2.7 Job security and employees' job satisfaction
Job insecurity has been conceptualized and defined in a number of ways. Some view it as a function of objective circumstances such as contract work that carries a specified term of service (Bordia, Hunt, Paulsen, Tourish, and DiFonzo 2004; Pearce 1998). Still many others regard job insecurity as a perceptual phenomenon that varies in intensity even when employees are confronted by identical job threats (Greenhalgh and Rosenblatt 1984, Hartley et al. 1991).

The scope and dimensions of job insecurity have also been debated, some viewing it as a threat to a range of job features such as freedom to schedule work or access to job resources (Ashford, Lee, and Bobko 1989; Blau, Tatum, McCoy, Dobria, and Ward-Cook 2004; Lee, Bobko, and Chen 2006), while others have constrained the meaning of job insecurity to the job itself (Caplan, Cobb, French, Van Harrison, and Pinneau 1975). In line with general conceptualizations, Ransome (1998, 47) suggests that job insecurity draws its meaning from the importance of work in contemporary society given that it is fundamentally linked to material and psychological satisfaction.

Researches have shown that job security induces organizational commitment of workers. Davy, Kinicki and Scheck (1997) discovered that job security significantly related to employee commitment. Lambert (1991) views job security as an extrinsic comfort that has a positive relation with workers' commitment and performance. Iverson (1996) reported that job security has a significant impact on organizational commitment.

However, Rosenblatt and Ruvio (1996) reported in their study that organizational commitment and job performance negatively correlated with job insecurity. This finding was in agreement with the research by Guest (2004) who discovered that low job security and working conditions had adverse effect on employee commitment and job satisfaction. However, Khan, Nawaz, Aleem and Hamed (2012) in their study discovered that job safety/ security significantly related to commitment and performance. This finding was supported by the research finding of Abdullah and Ramay (2012) who reported a significant positive relationship between job security and organizational commitment of employees.

This certifies that job security induces employee commitment in any work situation. In other words, employees who perceive threat of job security may become less committed to the organization they are working for and may decide to quit the job. Thus, satisfaction with job security is positively correlated with both organizational commitment and job performance (Yousef, 1998).

Researches have also proved that job satisfaction is a predictor of organizational commitment (Price, 1997, Rose, 1991). A vast majority of research indicates a positive relationship between job satisfaction and commitment (Ting, 1997; Morrison, 1997; Bosholf & Mels, 1995; Kreither

& Kinicki, 1992). However, Kalleberg and Mastekaasa (2002) reported a non-significant relationship between job satisfaction and commitment. But Tett and Meyer (1993) showed that a satisfaction-to-commitment model assumes that satisfaction is a cause of commitment. This assumption is supported by the work of Bull (2005) who reported a significant relationship between job satisfaction and organizational commitment. The study also revealed a significant relationship between normative commitment and job satisfaction, a significant correlation between continuance commitment and job satisfaction, but a moderate relationship between job satisfaction and affective commitment among teachers.

Thus, both job satisfaction and organizational commitment have been shown to be positively related to performance (Benkhoff, 1997) and negatively related to turnover (Clugston, 2000). According to Randall, Fedor and Longenecker (1990), job satisfaction would show whether individuals are attached to an organization, would only comply with directions or would quit the organization.

In an earlier study by Hunt, Chonko and Wood (1985), it was found that high level of job satisfaction leads to high level of organizational commitment and job performance. In support of this finding, Okpara (2006) reported that job satisfaction is linked to organizational commitment that reduces turnover intentions and absenteeism. Employee job satisfaction can be categorized into intrinsic and extrinsic satisfaction. Intrinsic satisfaction is related to job content and include things like, work itself, recognition, achievement and promotion (Akpan, 2007).

Extrinsic satisfaction originates from outside the job and is related to the job environment and includes pay, allowances, and working conditions. Aryee (1994) reported that job satisfaction enhances job involvement because job satisfaction stimulates greater involvement with the job and as such satisfaction with the job enhances the important of work identity. Thus, intrinsic and extrinsic job satisfaction is important in promoting staff commitment in organizations.

2.8 Theoretical Framework
This study is founded on the Hertzberg's two factor theory which determined what people actually want from their jobs. They described work situations in which they felt good or bad in their jobs.

2.8.1 Hertzberg's Two Factor Theory

The research conducted by Hertzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received was then categorized into positive or negative responses. The characteristics related to job satisfaction and job dissatisfaction were identified. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities.

Hertzberg referred to these characteristics as Motivators. The characteristics related to dissatisfaction which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as Hygiene factors (Robbins, 2001:75-76). According to Mullins (2002:647-648), Hertzberg's two- factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003:156-157), states that Hertzberg's Two Factor Theory also known as the Motivator –Hygiene theory focuses on factors that are responsible for job satisfaction and job dissatisfaction.

There are some factors that would encourage job satisfaction if they are present, but feelings of dissatisfaction when they are absent. Herzberg argues that this is not the case. He advocated this in his Two-Factor Theory, that job satisfaction and dissatisfaction actually originates from divergent sources (Baron & Greenberg, 2003:155-156). These factors or characteristics were referred to as hygiene factors or maintenance factors. They do not actually contribute to work satisfaction and therefore have a negligible motivational value (Van der Westhuizen, 1991:199-201). Although Hertzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured (Daft and Noe, 2001:172-173).

2.8.2 Locke's Value Theory

According to this theory (Baron and Greenberg 2003: 155-156), the impact of the various factors of job satisfaction can be determined if we know the value a person places on a particular work-related outcome. The greater the value placed on each factor, the greater the shift in satisfaction changes that will be produced.

This theory also advocates that if too much value is placed on a particular factor; stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific to each individual. This can be illustrated in the following example: Two educators that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one educator may be strongly influenced by the physical aspects of the job whilst the other educator may be influenced by the challenge and variation inherent in the job (Locke, 1976).

In contrast, Baron and Greenberg (2003) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from many factors. Further, whilst some staff may feel strongly positive about their jobs and others very negative it's therefore essential to determine the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction.

2.9 Conceptual Framework

The researcher has developed a conceptual framework for this study based on the review of literature and the research variables namely, remuneration, working environment, fairness, job security and employees' job satisfaction. Mowday, Steers and Porter (1992) pointed out that job satisfaction shapes immediately after entering an organization while organizational commitment develops slowly. This suggests that job satisfaction is a pre-requisite of organizational commitment.

The research findings of Bull (2005) support this assertion. Employees in any organization need a stable working environment. They do not want risk and are willing to stay in an environment that provides satisfaction rather than optimized change (Kirmizi & Deniz, 2009). This fact was confirmed by the study of Abdullah and Ramay (2012) who reported that job security, promotion, fairness, remuneration and good working environment increases employees' satisfaction and hence organizational commitment. The conceptual model for this study is presented in Figure I and it shows how the independent variables (remuneration, working environment, and fairness and job security) relate to the dependent variable (employees' job satisfaction). The interrelationships between study variables are conceptualized as shown on Figure 1.

Independent Variables

Moderating variables

Remuneration
• Basic salary
• Fringe benefits
• Bonuses
• Health insurance

• Government regulation
• Community interests
• Audit requirements

Working environment
• workstation set-up,
• Equipment design and quality,
• Work complexity
• Physical security

Dependent variable

❖ Fairness
• Wage equity
• Participatory negotiation
• Recognition
• Equal promotion opportunities

Employees' Job satisfaction
• Employee performance
• Level of commitment to the organization
• Turnover rate
• Creativity and innovation

Promotion
• Enhanced responsibility
• Reassignment to a higher-rank of job
• Improved compensation package

Job security
• Long term contracts
• Achievements and recognition
• Working conditions
• Promotion opportunities

• Cultural influence
• Land terrains

Figure 1: Conceptual Framework

Intervening variables

36

2.10 Knowledge Gap

The research observed the gaps identified within the review of relevant literature as shown in the table below.

Table 2.1 Summary of Knowledge Gaps Variable	Author and Year	Findings	Knowledge Gap
Remuneration	Berkes, 1991 Berry, 1993 Blackford, 1993 Boggie, 2005	Found positive relationships between remuneration and employees job satisfaction.	Studies did not clearly explain how remuneration impacted employees' job satisfaction. There is need for a refined explanation. Methodology used to arrive at this decision not clear. There is therefore a need for a clearer methodology
Working environment	Adams, 1965 Zairi, 2003 Byrne, 2001 De Souza, 2002	Working environment influenced employees job satisfaction	
Fairness and equity	Donaldson, 1995 Awiti, 2007 Barton, 2002 Baum, 1999	Fairness and equity seem to impact employees' job satisfaction of any organization. Its extent in ATGSA need to be established	There is need to examine the influence fair job promotion procedure in the context of ATGSA
Job promotion	Caudron, 1997 Chaudhury, 2004 Cranny, 1992 Danish, 2010	Fair job promotion procedure is necessary for any health working environment	There is need to upscale these findings on ATGSA, Kajiado County, Kenya
Job security	Wilkinson, 1999 Bowie, 1998 Bowran 1999	Security of job tenure influenced employees job satisfaction	

2.11 Summary of Chapter

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. This chapter reviews literature with respect to the research objective on the factors influencing employees' job satisfaction in ATGSA; Kajiado County, Kenya. The job satisfaction of an employee is a topic that has received significant attention by managers and researchers alike (Gautam; Mandal and Dalal, 2006). Job satisfaction deals with the feelings that an individual has about his/her job

Martocchio (1998) described that compensation include both intrinsic rewards and extrinsic rewards. Extrinsic rewards include monetary and non-monetary rewards. Non-monetary rewards include things apart from basic pay like benefits. Money is the indicator of motivation. Employees' performance will increase if they are highly paid. The work environment refers to the relationship between a worker and his environment that can be broken down into different dimensions like the social, technical and economic in which the work is normally viewed and designed.

Assessment of the role of fairness in organizations arose in connection with the study of pay structures, relative wages, and references wages. Heery and Noon (2001) define promotion as "getting high status in workplace by doing effective work, generally increase the status, position and remuneration of employee in the organization". Grobler et al. (2002) define promotion as "going towards upward position in the organization". When employees get promotion they will be more committed to their organization (De Souza, 2002). Pay and promotions are considered most important element for the employee satisfaction (Parvin & Kabir, 2011).

Job insecurity has been conceptualized and defined in a number of ways. Some view it as a function of objective circumstances such as contract work that carries a specified term of service (Bordia, Hunt, Paulsen, Tourish, and DiFonzo 2004; Pearce 1998). The researcher has developed a conceptual framework for this study based on the review of literature and the research variables namely, remuneration, working environment, fairness, job security and employees' job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology that is used in the study on factors influencing employee job satisfaction in Amboseli-Tsavo Game Scouts Association Amboseli, Kenya. It presents the research design, the target population of the study, sample and sampling procedures, data collection instruments and methods, data analysis and data presentation methods, ethical considerations as well as operational definition of the variables of the study.

3.2 Research Design

This study adopts descriptive research design. Descriptive survey design was employed because it guarantees breadth of information and accurate descriptive analysis of characteristics of a sample which was used to make inferences about population (Orodho, 2002). According to Gill and Johnson (2002), descriptive surveys are concerned primarily with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or at varying times for comparative purposes. Cooper and Schindler (2000) noted that descriptive research design describes characteristics associated with the subject population. The use of descriptive research design enabled the study to establish the phenomenon about the topics of the study

3.3 Target Population

Target population is the specific population about which information is to be collected (Ngechu, 2004). It is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. The target population of this study comprise of the employees and employers of the community game scouts within Amboseli Ecosystem, Kajiado County. These respondents were selected based on their role in the scouts association. This study used a target population of 362 respondents as distributed in Table 3.1

Table 3. 1 Target Population

Target Population Category	Total
ATGSA staff - Employees	350
ATGSA – Employers/key informants	12
Total	**362**

3.4 Sample size and sampling Procedure

Often, researchers are working under strict time constraints which make conducting a census unwieldy. For instance, national polling firms frequently must provide information on the public's perceptions of current events or issues. These polling firms tend to limit their national sample sizes to approximately 1,500 respondents. When properly conducted, a probability sample of this size provides reliable information with a very small margin of error for the whole population. The research therefore used the following sampling procedures to determine the sample size

3.4.1 Sampling Procedure

This study employed simple random sampling procedure in collection of the data. Simple random sampling ensures that each and every employee and employer has an equal and independent chance of being selected into the sample (Mugenda and Mugenda, 2003). The sampling was done on both employees and employers i.e key informants for the Amboseli-Tsavo Game Scouts Association.

3.4.2 Sample Size

The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. In the article "Small Sample Techniques," the research division of the National Education Association has published a formula for determining sample size (Morgan and Krejcie, 1983). The Krejcie and Morgan table is annexed in addition to this formula.

$$s = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2(1 - P)}$$

S= required sample size.

x^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N= the population size.

P= the population proportion (assumed to be .50 since this would provide the maximum sample size).

d= the degree of accuracy expressed as a proportion (.05).

Morgan and Krejcie (1983) define a Sample as an aspect of representativeness of the whole population. Morgan and Krejcie (1983) gave a guideline which gives the recommended sample sizes for general research activities that is applicable to any defined population. "N" denotes the size of the population to be sampled, while "S" denotes the recommended sample size. From the guideline, the recommended sample size for a population (universe) of 100 is 80, for 1,000 it is 278, for 10 000 it is 370, and for 1,000,000 it is 384. The rule of thumb that one obtains diminishing returns when sample size increases beyond about 300 appears to apply. Based on the above formula this study will therefore use a sample of 195 respondents drawn from across Amboseli Ecosystem for the Amboseli-Tsavo Game Scouts Association Kajiado County, Kenya. This is distributed as shown in table 3.2

Table 3.2: Sample size determination

Sample Size Population Category	Total	Sample Size
ATGSA staff - Employees	350	183
ATGSA – Employers/key informants	12	12
Total	**362**	**195**

3.5 Data Collection Instrument

This study used questionnaires as the main data collection instruments. Questionnaires are the most commonly used methods when respondents can be reached and are willing to co-operate. This method can reach a large number of subjects who are able to read and write independently.

The questionnaires comprise of both open and closed ended questions. The closed ended questions made use of a five point Likert scale where respondents were required to fill according to their level of agreement with the statements. The unstructured questions were used to encourage the respondents to give an in-depth response where close ended questions are limiting.

The questionnaire comprised of two sections. The first part included the demographic while part two dealt with the identified factors. Apart from the questionnaires the researcher also used an interview guide for the key informants

3.5.1 Pilot Testing of the Instruments

Ngechu (2004) observes that a pilot study is critical in improving the research instruments. From the results of the pilot study, improvements can be made. For this study, a pilot study was conducted to test for clarity and understanding of questions and also to find out whether the questions yielded the answers expected. According to Ngechu (2004) it is important to select a pilot group of 5% of the target respondents. The researcher carried out a pilot study to test the validity and reliability of data collected using the questionnaire from Amboseli Ecosystem

3.5.2 Validity of the Instrument

Validity is the degree by which the sample of test items represents the content the test is designed to measure (Berg and Gall, 1989). The study used both construct and content validity to ascertain the validity of the questionnaires. Content validity aimed at measuring the degree to which data collected using a particular instrument represented a specific domain or content of a particular concept. A research instrument has construct validity if it is related to things to which we expect the concept we are trying measure to be related to, and independent of those things of which the concept should be independent of (Carmines & Zeller, 1991). Construct validity were ensured by reviewing the instrument with the supervisor to ascertain the suitability of the instrument to collect the necessary data.

3.5.3 Reliability of the Instrument

According to Sekaran (2003:267-269), reliability can be referred to as whether an instrument is consistent with no error despite fluctuations of the candidate, the research conditions under which the test is administered. Furthermore, the reliability of the measuring instrument, the MSQ, has been widely utilized because of its properties to measure intrinsic, extrinsic and overall job satisfaction, Weis et al (1967). Ngechu (2004), confirms that reliability is the consistency of measurement and is frequently assessed using the split-half reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures.

The aim of conducting reliability is to correct inconsistencies arising from the instruments, which ensures that they measure what was intended to. The survey instruments were subjected to overall reliability analysis by calculating the Cronbach Alpha which has a threshold of 0.6. A coefficient of 0.70 or more implies that the gathered data was reliable as it had a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005).

3.6 Data Collection Procedures

The data was collected using a mix of administered and self-administered questionnaires through drop and pick later method where the researcher delivered the questionnaires in person at the respondents' places of work. However, where it proved difficult for the respondents to complete the questionnaire immediately, the researcher left the questionnaires with the respondents and picked them up on a later date. Where the respondents had difficulties in filling in the questionnaires, the researcher administered the questionnaire

3.7 Data Analysis Techniques

According to Welman and Kruger (2004), data is analysed by means of statistical techniques in order to investigate variables and their effects. For the purpose of this research data was analysed by making use of descriptive statistics. According to De Vos et al (2001), descriptive statistics enables the researcher to present collected data in a logical and organized form. Before embarking on data analysis, the questionnaires collected from the field were inspected for completeness, coded, and entered into Statistical Package for Social Sciences (SPSS) for analysis. SPSS version 21.0 analysis programme was used to analyze the quantitative data while content analysis was used to analyze qualitative data.

The data that relates to the measuring instrument was summarized by means of graphical representations and tabulations. In addition, the researcher conducted a multiple regression analysis in order to establish the relationship between the factors and employees' job satisfaction. The null hypothesis is rejected if the p-value is less than the **significance** or α **level**. The α **level** is the probability of rejecting the null hypothesis given that it is true (type I error) and is most often set at 0.05 (5%). Regression analysis was used to predict the value of the dependent variable on the basis of the independent variables. The multivariate regression equation is given as;

Y = β0 + β1X1 + β2X2 + β3X3+β4X4+ ε

Whereby Y = Employee job satisfaction

X1= Remuneration

X2 = Working environment

X3 = Fairness

X4= promotion

X5= Job security

ε = Error term

3.8 Ethical Considerations

Ethics in research requires personal integrity from the researcher. Cooper & Schindler (2003) gives the goals of ethics in research as to ensure that no one is harmed or suffer adverse consequences from research activities. The researcher sought permission from ATGSA management and the respondents were not expected to write their names on the questionnaires for anonymity. The researcher ensured that the questionnaires were non-invasive and the information gathered was solely for academic purposes only and not for any other purpose.

3.9 Operational Definition of Variables

Table 3. 3: Operational Definition of Variables

Research objective	Indicator	Data collection Methods	Measurement Scale	Approach of Analysis	Types of Analysis	Level of Analysis
Remuneration	Basic salary Fringe benefits Bonuses Health insurance	Questionnaires, interviews Observation	Nominal Ordinal	Qualitative Quantitative	Non-Parametric	Factor Analysis Multiple Regression
Working environment	Workstation set-up, Equipment design and quality, Work complexity Physical security	Questionnaires	Nominal Ordinal	Qualitative Quantitative	Non-Parametric	Factor Analysis Multiple Regression
Fairness	Wage equity Participatory negotiation Recognition Equal promotion opportunities	Questionnaires, interviews Observation	Nominal Ordinal	Qualitative Quantitative	Non-Parametric	Factor Analysis Multiple Regression
Promotion	Enhanced responsibility Reassignment to a higher-rank of job Improved compensation package	Questionnaires, interviews Observation	Nominal Ordinal	Qualitative Quantitative	Parametric	Factor Analysis Multiple Regression
Job security	Long term contracts Achievements and recognition Working conditions Promotion opportunities	Document Analysis	Nominal	Qualitative Quantitative	Non-Parametric Parametric	Descriptive Multiple Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the analysis of data, interpretation and the presentation of the research findings. Chandran (2004) defined data analysis as the process of reducing large amount of collected data to data that addresses the initial proposition of the study. The research findings related to the research questions that guided the study. The purpose of the study was to establish the factors influencing employees' job satisfaction: A case of Amboseli-Tsavo Game Scouts Association, Kajiado County, Kenya. The study targeted 183 staff members and 12 key informants. Out of the total of 195 respondents targeted, 192 filled and returned their questionnaires.

Table 4.1: Questionnaire Response Rate

Frequency		Percent
Completed	192	98.5%
Not completed	3	1.5%
Total	**195**	**100.0**

4.2 Demographic Information

This section presents the findings on the demographic characteristics of the respondents. The characteristics were the respondents; gender, age group, employer, department, rank and salary scale. The study sought to establish the demographic information of the respondents. The findings are shown in Figure 2, 3, 4, 5, 6 and 7 respectively

4.2.1 Gender of the Respondents

The study sought to establish the gender of the respondents. The findings are shown in Figure 2. Most of the respondents (97%) in this study were male with only 3% female

Table 4.2: Gender of the respondents

	Frequency	Percent
Male	186	97%
Not completed	6	3%
Total	**195**	**100.0**

4.2.2 Age categories of the respondents

The study sought to establish the age categories of the respondents. The findings are shown in Figure 3. The respondents' age group was 20 – 25 (15%), 26 – 30 (31%), 31 – 40 (35%), 41 – 50 (15%) and 51 – 60 (4%).

Table 4.3: Age categories of the respondents

Frequency		Percent
20 – 25	29	15%
26 – 30	59	31%
31 – 40	67	35%
41 – 50	29	15%
51 – 60	8	4%
Total	**192**	**100.0**

4.2.3 Sources of salary of the Respondents

The study sought to establish the sources of salary for the respondents. The findings are shown in Figure 4. Big life and AWF are the major employers of the game scouts, employing directly 66% and 20% of the respondents in this study respectively. Other organizations among them IFAW, AET, Satao, Olive branch also supported the game scouts to some extent.

Table 4.4: Sources of salary of the Respondents

	Frequency	Percent
AWF	34	20%
ACC	6	3%
BLF	127	66%
ATE	1	1%
IFAW	1	1%
AET	1	1%
ATGSA	0	0%
Elerai Sato	6	3%
Olive Branch	6	5%
Total	**192**	**100**

4.2.4 The respondents' department

The study sought to establish the respondents' department. The findings are shown in Figure 5. Majority of the participants (95%) operated under the wildlife security department with only 4% in the rapid response unit.

Table 4.5: The respondents' department

	Frequency	Percent
Security	182	95%
Rapid response	8	4%
Cook	2	1%
Total	**192**	**100.0**

4.2.5 Rank of the respondents

The study sought to establish Rank of the respondents. The findings are shown in Figure 6. Constable Rank dominated the game scout personnel constituting 71%. Corporal, sergeant and senior sergeant constituted 13%, 8% and 3% respectively.

Table 4.6: Rank of the respondents

	Frequency	Percent
Constable	135	71%
Corporal	25	13%
Sergeant	15	8%
Senior Sergeant	6	3%
Admin	1	1%
Cook	6	3%
Drive	3	2%
None	1	1%
Total	**192**	**100**

4.2.6 Respondents salary scale

The study sought to establish the respondents' salary scale. The findings are shown in Figure 7.
Considering the salary scales of the game scouts, 43% earn between 8000 and 10000 while 38%
earn 11000 to 15000. A few respondents earn above 29000 (4%).

Table 4.7: Respondents salary scale

	Frequency	Percent
8,000 – 10,000	135	71%
11,000 – 15,000	25	13%
16,000 – 20,000	15	8%
21,000 – 28,000	6	3%
29,000 – 35,000	1	1%
Above 35,000	6	3%
Total	**192**	**100**

Table 4.8: Level of satisfaction of ATGSA employees

No	Survey questions	SA	A	N	D	SD
1	I am satisfied with the working environment of the organization.	53%	32%	12%	2%	1%
2	I am satisfied with job location.	56%	34%	7%	2%	1%
3	I am satisfied with the present working hours.	39%	30%	18%	8%	5%
4	I am satisfied with the existing salary structure of the organization.	11%	13%	16%	29%	31%
5	I am satisfied with the compensation I get & I think it matches with my responsibility.	12%	22%	12%	30%	24%
6	I am happy with my work responsibilities.	49%	41%	4%	1%	5%
7	I feel comfortable in carrying out my responsibilities.	55%	32%	6%	2%	5%
8	I am satisfied with work relationships with the people around me.	53%	29%	14%	1%	3%
9	I am satisfied with various activities in the firm & love participating in them.	46%	37%	9%	6%	2%
10	I am happy with the overall job security.	31%	17%	14%	20%	18%
11	I am satisfied with the given right to put forward my opinions.	29%	34%	16%	15%	6%
12	I am satisfied with the leaders in my workplace as positive role models.	36%	29%	22%	6%	7%
13	I am satisfied with the present performance appraisal policy of the organization	19%	27%	20%	19%	15%
14	I am happy with the recognition and rewards for my outstanding works and contributions.	22%	26%	18%	18%	16%
15	I am satisfied and think I've been awarded right set of duties, as per my ability.	35%	21%	13%	17%	14%
16	I am satisfied & able to maintain a healthy balance between work and family life.	24%	28%	22%	14%	12%
17	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.	48%	27%	11%	4%	10%
18	I am satisfied with the leave policy of the organization.	16%	17%	7%	25%	35%
19	I am satisfied with employee assistance policy lunch & transport etc of the organization	38%	18%	25%	16%	3%
20	I am satisfied with long term benefit & insurance policies of the organization	14%	11%	18%	28%	29%
21	I am satisfied with ranking and promotion system of the organization	22%	20%	14%	18%	26%
22	I am satisfied with contract terms of the organization	12%	15%	13%	26%	34%
23	I am satisfied with reporting lines of the organization	48%	40%	5%	4%	3%
24	I am satisfied on job security	78%	19%	2%	1%	

4.3 Influence of remuneration package on employee job satisfaction

Table 4.1 shows the findings on the extent to which the respondents agreed with the statements on the influence of remuneration package on employee job satisfaction in ATGSA, the study found out that 29% and 31% disagree and strongly disagree respectively with the existing salary structure for the organization. Few individuals (11%) only strongly agree on the satisfaction with existing salary structure of the organization and also satisfied with the compensation they get and if it matches with their responsibility. Remuneration package included all the payments, benefits and allowances which the respondents received on their working duties under the game scout unit.

4.4 Influence of working environment on job satisfaction

The study sought to determine the level of influence of working environment on job satisfaction in ATGSA. This involves the physical environment which the employees interact with to meet their working duties and targets. The study found that 53% of the respondents strongly agree with the level of satisfaction of their working environment in ATGSA working units. Only 1% of the individuals strongly disagree with their satisfaction on the current location of their job place. Thirty nine percent and 30% of the respondents strongly agree and agree respectively with their satisfaction of working hours in the Amboseli Tsavo Game Scout Association membership. Less than 10% are not happy with their work responsibility in the unit with majority (53%) satisfied with the working relationship with people in the organization. These include the location of the working area construction site, its conduciveness to ensure it is environmentally friendly. Employees interact with their environment most of the time; therefore the physical environment is important to develop a good and healthy environment.

4.5 Influence of fairness on job satisfaction by the respondents

From the findings, 55% strongly agree that they are comfortable with their responsibilities. The high percentage of respondents who strongly agree with satisfaction level of their responsibilities in the ATGSA could be attributed to the good working culture that promotes fairness in duties allocation and also other opportunities in the organization. Considering fairness attribute in a workforce shapes the job relationship and the various processes in an organization. In terms of working conditions, access to resources, opportunities and other administrative privileges. This is determined by the comfort in individual's responsibility in carrying out their assigned duties.

4.6 Influence of promotion on job satisfaction

According to the findings 26% strongly disagree on the procedure of ranking and promotion system of the members in the work force of the organization. The study also found that 48% of the respondents are satisfied with the reporting line of their organization as this determines the hierarchical order which facilitates flow of information. Majority of the respondents reported having considerate leaders who can be good role models in the organization. The leaders are those promoted in the work force and facilitate leading meet the organization job requirements. Advancement of an employee in rank service is considered an important motivation in a working environment. Rising in rank in a work force motivates good work and improves on employee productivity and enhances improved working environment.

4.7 Effect of job security on employees' job satisfaction

From the findings 78% of the respondents strongly agree with the level of satisfaction on their job security in ATGSA. In spite of the high satisfaction level of job security, a considerable number are not satisfied with the contract terms of service (34%), long term benefit and the insurance policies (29%) of the organization. In addition, a significant proportion (38%) strongly agrees on the organization's employee assistance policy on lunch & transport in their working environment. The terms of service in the work force are thought to promote a good relationship between the working environment and the family bonds at large. This promotes employees productivity in the working environment.

4.8 Data Validation Tests

Linear regression test is used to determine the effects of remuneration, working environment, fairness, promotion and job security on employee job satisfaction. If the value of R Square is equal or more than 0.5, then there is strong correlation between respective variables and employee job satisfaction.

Table 4.9 Influence of remuneration on employee job satisfaction

Regression Statistics	
R Square	0.901149
Adjusted R Square	0.868199
Standard Error	0.574023
Observations	5

ANOVA

	df	SS	MS	F	Significance F
Regression	1	9.011494	9.011494	27.34884	0.013604
Residual	3	0.988506	0.329502		
Total	4	10			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%
Intercept	8.942529	0.638523	14.00503	0.000788	6.910464
Remuneration	0.08046	0.015385	5.229612	0.013604	0.031496

The correlation between remuneration package and employee job satisfaction is 0.9, implying that remuneration influences employee job satisfaction.

Table 4.10 Influence of working environment on employee job satisfaction

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.957118
R Square	0.916075
Adjusted R Square	0.8881
Standard Error	0.528914
Observations	5

ANOVA

	df	SS	MS	F	Significance F
Regression	1	9.160749	9.160749	32.74616	0.010591
Residual	3	0.839251	0.27975		
Total	4	10			

	Coefficients	Standard Error	t Stat	P-value
Intercept	13.35451	0.334631	39.90819	3.46E-05
Environment	-0.03564	0.006229	-5.72243	0.010591

The working environment strongly influences employee job satisfaction ($r^2 = 0.9$)

Table 4.11 Influence of fairness on employee job satisfaction

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.940226
R Square	0.884024
Adjusted R Square	0.845365
Standard Error	0.621761
Observations	5

ANOVA

	df	SS	MS	F	Significance F
Regression	1	8.840241	8.840241	22.86744	0.017385
Residual	3	1.159759	0.386586		
Total	4	10			

	Coefficients	Standard Error	t Stat	P-value
Intercept	13.46056	0.413043	32.58876	6.35E-05
X Variable 1	-0.03844	0.008038	-4.78199	0.017385

Fairness at work influences employee job satisfaction. This is explained by the correlation factor between the two ($r^2 = 0.88$)

Table 4.12 Influence of promotion on employee job satisfaction

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.271163
R Square	0.073529
Adjusted R Square	-0.23529
Standard Error	1.757338
Observations	5

ANOVA

	df	SS	MS	F	Significance F
Regression	1	0.735294	0.735294	0.238095	0.659023
Residual	3	9.264706	3.088235		
Total	4	10			

	Coefficients	Standard Error	t Stat	P-value
Intercept	10.13725	3.897549	2.600931	0.080311
X Variable 1	0.04902	0.10046	0.48795	0.659023

The correlation between promotion and job satisfaction is low (r^2 =0.07), implying that promotion does not influence employee job satisfaction.

Table 4.13 Influence of job security on employee job satisfaction

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.561524
R Square	0.315309
Adjusted R Square	0.087079
Standard Error	1.510729
Observations	5

ANOVA

	df	SS	MS	F	Significance F
Regression	1	3.153094	3.153094	1.381541	0.324632
Residual	3	6.846906	2.282302		
Total	4	10			

	Coefficients	Standard Error	t Stat	P-value
Intercept	14.72313	2.413288	6.100858	0.008847
X Variable 1	-0.07166	0.060968	-1.17539	0.324632

Result from Table 4.6 indicates that there is low correlation between job satisfaction and job security where r^2=0.3.We conclude that the respondents do not put more emphasis on job security when considering their satisfaction.

A multiple linear regression model is developed to determine the effects of remuneration, working environment, fairness in sevice, promotion and job security on employee job satisfaction. The model equation is presented as:

$$y = 11.49 - 0.005x_1 - 0.025x_2 - 0.014x_3 + 0.057x_4 - 0.07x_5$$

Whereby Y = Employee job satisfaction

X1= Remuneration

X2 = Working environment

X3 = Fairness

X4= promotion

X5= Job security

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendations made there-to. The conclusions and recommendations were drawn in addressing the research question or achieving the research objectives which included the factors influencing employees' job satisfaction: A case of Amboseli-Tsavo Game Scouts Association, Kajiado County, Kenya.

5.2 Summary of Findings

The purpose of the study was to establish factors influencing employees' job satisfaction: A case of Amboseli-Tsavo Game Scouts Association, Kajiado County, Kenya. The specific objectives explored in guiding the researcher in addressing the research problem were: To establish how remuneration package influence employees' job satisfaction in ATGSA, to determine how the working environment affects employees' job satisfaction in ATGSA, to examine how fairness influence employees' job satisfaction in ATGSA, to investigate the influence of promotion on employees' job satisfaction in ATGSA, to determine how job security affect employees' job satisfaction in ATGSA.

The study used the following research questions, to what extent does remuneration affects job satisfaction of the ATGSA employees? How does working environment influence job satisfaction of the ATGSA employees? What is the degree of impact of fairness on employee job satisfaction in ATGSA? Does promotion procedures affects job satisfaction of the ATGSA employees? How does job security affects job satisfaction of the ATGSA employees? This study adopted a descriptive research design. The independent variables comprised of remuneration, fairness in service, promotion, working environment and job security while the dependent variable is employees' job satisfaction in ATGSA. The target population of this study comprised of ATGSA members and the key informants of ATGSA, Kajiado County, Kenya

The researcher utilized simple random sampling procedure in collection of the data. Therefore a sample size of 195 was selected from a total population of 362 individuals initially selected into the target population. The study utilized primary data collection method. The primary data

collection methods involved the use of questionnaires. Both open-ended and closed-ended questions were collectively utilized. The descriptive statistics such as percentages and frequency distribution were used to analyze the demographic profile of the participants. The demographic data was tabulated using percentages. The results of the study were presented using tables and figures. Data analysis was conducted using Statistical Package for Social Science (SPSS). The next section deals with summary of the findings as per the research objectives and the data presented in chapter four. The summary is arranged according to research objectives and questions

5.2.1 Demographic Characteristics of Respondents

Most of the respondents (97%) in this study were male with only 3% female. The respondents' age group was 20 – 25 (15%), 26 – 30 (31%), 31 – 40 (35%), 41 – 50 (15%) and 51 – 60 (4%). Majority of the participants (95%) operated under the wildlife security department with only 4% in the rapid response unit. Constable Rank dominated the game scout personnel constituting 71%. Corporal, sergeant and senior sergeant constituted 13%, 8% and 3% respectively. Big life and AWF are the major employers of the game scouts, employing directly 66% and 20% of the respondents in this study respectively. Other organizations among them IFAW, AET, Satao, Olive branch also supported the game scouts to some extent. Considering the salary scales of the game scouts, 43% earn between 8000 and 10000 while 38% earn 11000 to 15000. A few respondents earn above 29000 (4%).

5.2.2 Influence of remuneration package on employee job satisfaction

Remuneration package included all the payments, benefits and allowances which the respondents received on their working duties under the game scout unit. The study established that majority of the respondents disagree and strongly disagree respectively with the existing salary structure for their organization. Few individuals only strongly agree on the satisfaction with existing salary structure of the organization and also satisfied with the compensation they get and if it matches with their responsibility.

5.2.3 Influence of working environment on job satisfaction

On the influence of working environment on employee's job satisfaction in ATGSA, the study established that majority of the respondents strongly agree with the level of satisfaction of their working environment in Amboseli ecosystem working units. Only a minority group that strongly

disagree with their satisfaction on the current location of their job place. The study further established that majority of the respondents strongly agree and agree respectively with their satisfaction of working hours in the Amboseli Tsavo Game Scout Association membership. A few individuals are however not happy with their work responsibility in the unit with majority satisfied with the working relationship with people in the organization. In addition, majority of the respondents are satisfied with the various activities in the firm and are happy in participating in all of them.

5.2.4 Influence of fairness on job satisfaction by the respondents

The study found out that majority of the respondents strongly agrees that they are comfortable with their responsibilities. The high percentage of respondents who strongly agree with satisfaction level of their responsibilities in the ATGSA could be attributed to the good working culture that promotes fairness in duties allocation and also other opportunities in the organization. Considering fairness attribute in a workforce shapes the job relationship and the various processes in an organization. More also, Ekta and Sinha (2013) observed that the staff well-being level of satisfaction directly corresponds with engagement among different ranks in hierarchical orders which directly impacts on organizational performance and ultimately organizational success.

5.2.5 Influence of promotion on job satisfaction

On influence of promotion on job satisfaction, a considerable number strongly disagree on the procedure of ranking and promotion system of the members in the work force of the organization. The study also established that majority of the individuals are satisfied with the reporting line of their organization as this determines the hierarchical order which facilitates flow of information. Majority of the respondents reported having considerable leaders who can be good role models in the organization. The leaders are those promoted in the work force and facilitate leading meet the organization job requirements.

5.2.6 Effect of job security on employees' job satisfaction

On effect of job security on employees' job satisfaction, the study revealed that majority of the respondents strongly agrees with the level of satisfaction on their job security in their organization. In spite of the high satisfaction level of job security, a considerable number are not satisfied with the contract terms of service, long term benefit and the insurance policies of the

organization. In addition, a significant proportion strongly agrees on the organization's employee assistance policy on lunch & transport in their working environment. The terms of service in the work force are thought to promote a good relationship between the working environment and the family bonds at large.

5.3 Discussions

This section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature.

5.3.1 Influence of remuneration package on employee job satisfaction

The study reveals that a considerable proportion of the respondents is not satisfied with their remuneration package and this lowers the morale of workers in the workforce. According to Werner (2001), job satisfaction has several facets in which include work its self-mean how much work is meaningful for people, salary which is paid to people, promotion opportunity for people, and recognition. Locke (1976) defined job satisfaction as "job satisfaction is actually an enjoyable and exciting emotional condition which someone gets in their work". Job satisfaction is important for reducing turnover rate and increase motivation. People will be more committed and more productive during their job if they are more satisfied (Al-Hussami, 2008).

Satisfaction and dissatisfaction not only depend of the job but also depend upon employee's expectation about job (Hussami, 2008). For an organization to successfully achieve its main objectives and reach its set targets, the employees should first be satisfied with competitive salary package and should also be satisfied with it while comparing it with pay packages with those of outsiders working in the same industry. In addition, a feeling of satisfaction is felt by employees in an organization if fair and equitable rewards are implemented. The high number of dissatisfaction by the employees in ATGSA could be attributed to the low salary scale of between 8000 and 10000 and lack of other incentives that motivates their satisfaction level. This could affect the organizational goals, boundary maintaining of set objectives and refocuses their main attention of providing wildlife security and preventing biodiversity loss in the ecosystem to other activities not intended by the organization.

5.3.2 Influence of working environment on job satisfaction

The study established that majority of the respondents strongly agree with the level of satisfaction of their working environment in Amboseli ecosystem working units. Only a minority group that strongly disagree with their satisfaction on the current location of their job place. Majority of the respondents are very happy with their working hours in the Amboseli Tsavo Game Scout Association membership.

Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Miller, Erickson & Yust (2001) forwarded their view that employees get benefited by work environment that provide sense of belonging [cited in Shoaib Madiha et al., 2009]. Kabir (2011) also established in his research at Pharmaceutical industry, Bangladesh that working environment played an important role in the employee's job satisfaction.

Employees interact with their environment most of the time; therefore the physical environment is important to develop a good and healthy environment. Most of the workers in this study interact with the ecological environment most of their time in addition to their resting physical location. The working environment is a significant attribute which should be considered in job satisfaction. The results of this study are consistent with findings by Hamid and Hassan (2015), whose study also revealed the significance of physical environment in satisfaction level of the respondents and high levels of performance. The ambient surrounding considered under this study include the noise levels, lighting in working environment, temperature, existence of windows in residential places, and the working tools that meet their daily duties. Such physical elements influence employees' attitudes, behaviors, satisfaction and performance. The high satisfaction level in physical environment and the consequent more working hours in this study clearly indicates that the working condition of the workers in ATGSA are more satisfied with their environment to some extent.

5.3.3 Influence of fairness in service on job satisfaction

The study established that fairness in service influence job satisfaction in ATGSA. Levine (1991) argues that group cohesiveness and lower wage dispersion increase efficiency in participatory firms, thereby explaining involuntary unemployment among blue collars, who are paid above-

market wages in order to boost their compliance with the firm's objectives. In some studies, worker satisfaction as a proxy for individual well-being is connected with distributive fairness.

Clark and Oswald (1996) show that workers well-being is negatively influenced by comparison wage rates, which depend on the wage paid to fellow workers within the organization. Some studies have analyzed the role of fairness in different types of organization. Most of them deal with nonprofits, since these have often been associated with a higher degree of distributive fairness (Leete, 2000), intrinsic motivations and ideological drives (Rose-Ackermann, 1996).

The high percentage of respondents who strongly agree with satisfaction level of their responsibilities in the ATGSA could be attributed to the good working culture that promotes fairness in duties allocation and also other opportunities in the organization. Considering fairness attribute in a workforce shapes the job relationship and the various processes in an organization. Ekta and Sinha (2013) observed that the staff well-being level of satisfaction directly corresponds with engagement among different ranks in hierarchical orders which directly impacts on organizational performance and ultimately organizational success.

5.3.4 Influence of promotion on job satisfaction

The study reveals that promotion influences employees' job satisfaction in ATGSA. These findings are relevant to Shields and ward (2001) if organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high. When employees get promotion they will be more committed to their organization (De Souza, 2002). According to Parvin & Kabir (2011), pay and promotions are considered most important element for the employee satisfaction

The study reveals that a higher percentage of the respondents are satisfied with promotion procedures in ATGSA. This is attributed to the various ranks given to individuals as their reporting channels. Mustapha and Zakaria (2013) in a study on effect of promotion opportunities in job satisfaction among its employees in a public institution found that there is a positive significant relationship between promotion opportunities and job satisfaction and consequently employees' performance.

5.3.5 Influence of job security on employees' job satisfaction

The study established that job security influence employees' job satisfaction in ATGSA. According to Davy, Kinicki and Scheck (1997) job security significantly relate to employee commitment. Lambert (1991) views job security as an extrinsic comfort that has a positive

relation with workers' commitment and performance. Iverson (1996) reported that job security has a significant impact on organizational commitment. However, Rosenblatt and Ruvio (1996) reported in their study that organizational commitment and job performance negatively correlated with job insecurity. This finding was in agreement with the research by Guest (2004) who discovered that low job security and working conditions had adverse effect on employee commitment and job satisfaction.

However, Khan, Nawaz, Aleem and Hamed (2012) in their study discovered that job safety/ security significantly related to commitment and performance. This finding was supported by the research finding of Abdullah and Ramay (2012) who reported a significant positive relationship between job security and organizational commitment of employees. The study established that the high level of trained personnel in the wildlife protection unit which cost the organization time and money, assures them of job security in the ATGSA. The considerable high job security by the respondents could also be attributed to the high number in the average age category of between 25 and 40 years of most workers.

5.4 Conclusions

From the summary of findings, the study concludes that the respondents are not satisfied with their remuneration package and this lowers the morale of workers in the workforce. It further conclude that for an organization to successfully achieve its main objectives and reach its set targets, the employees should first be satisfied with competitive salary package and should also be satisfied with it while comparing it with pay packages with those of outsiders working in the same industry. The high level of dissatisfaction by the employees in ATGSA is attributed to the low salary scale of between 8000 and 10000 and lack of other incentives that motivates their satisfaction level. This could affect the organizational goals, boundary maintaining of set objectives and refocuses their main attention of providing wildlife security and preventing biodiversity loss in the ecosystem to other activities not intended by the organization.

The study also concludes that working environment greatly influences the level of employee job satisfaction in ATGSA and that working environment affect employees' job satisfaction. It further concludes that majority of the employees are very happy with their working hours in the Amboseli Tsavo Game Scout Association membership. It also conclude that employees interact with their environment most of the time; therefore the physical environment is important to develop a good and healthy working atmosphere.

On fairness in service, the study concludes that fairness in service highly influence job satisfaction in ATGSA. It further concludes that workers well-being is negatively influenced by comparison wage rates, which depend on the wage paid to fellow workers within the organization. The study concludes that the high percentage of respondents who strongly agree with satisfaction level of their responsibilities in the ATGSA could be attributed to the good working culture that promotes fairness in duties allocation and also other opportunities in the organization.

On promotion, the study concludes that promotion influences employees' job satisfaction in ATGSA and that it affects employees' level of commitment. It also concludes that when employees get promotion they will be more committed to their organization. The study further concludes that a higher number of ATGSA employees are satisfied with promotion procedures in the organization. This is attributed to the various ranks given to individuals as their reporting channels.

The study also concludes that job security influence employees' job satisfaction in ATGSA. It also concludes that job security significantly relate to employee commitment. The study further concludes that the high level of trained personnel in the wildlife protection unit which cost the organization time and money, assures them of job security in the ATGSA. The considerable high job security by the respondents could also be attributed to the high number of averagely younger people

5.5 Recommendations
1. Demographic Characteristics of Respondents

Most of the respondents (97%) in this study were male with only 3% female. Majority of the participants (95%) operated under the wildlife security department with only 4% in the rapid response unit. Constable Rank dominated the game scout personnel constituting 71%. Corporal, sergeant and senior sergeant constituted 13%, 8% respectively. This study therefore recommends that there should be gender equity in recruitment in all levels within the organization

2. Influence of remuneration package on employee job satisfaction

The study reveals that a considerable proportion of the respondents is not satisfied with their remuneration package and this lowers the morale of workers in the workforce. This study therefore recommends that remuneration package and other incentives should be reviewed

upward to enhance staff commitment and loyalty. People will be more committed and more productive during their job if they are more satisfied (Al-Hussami, 2008).

3. Influence of working environment on job satisfaction

The study established that majority of the respondents strongly agree with the level of satisfaction of their working environment in Amboseli ecosystem working units. Only a minority group that strongly disagree with their satisfaction on the current location of their job place. Majority of the respondents are very happy with their working hours in the Amboseli Tsavo Game Scout Association membership. This study therefore recommends that the same standards should be maintained or improved further.

4. Influence of fairness in service on job satisfaction

The study established that fairness in service influence job satisfaction in ATGSA. The study also established that majority of the staffs are happy about fairness in service. A status quo should be therefore be maintained according to the study. Levine (1991) argues that group cohesiveness and lower wage dispersion increase efficiency in participatory firms, thereby explaining involuntary unemployment among blue collars, who are paid above-market wages in order to boost their compliance with the firm's objectives.

5. Influence of promotion on job satisfaction

The study reveals that promotion influences employees' job satisfaction in ATGSA. These findings are relevant to Shields and ward (2001) if organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high. The study established that a higher number of the ATGSA staffs are currently happy about the recruitment procedures but a significant proportion is not happy about the ranking procedure. This study therefore recommends a more inclusive, transparent and participatory ranking system.

6. Influence of job security on employees' job satisfaction

The study established that job security influence employees' job satisfaction in ATGSA. According to Davy, Kinicki and Scheck (1997) job security significantly relate to employee commitment. Lambert (1991) views job security as an extrinsic comfort that has a positive relation with workers' commitment and performance. This study therefore recommends serious engagement of the staffs in relation to their job security.

5.6 Suggestions for Further Research

This study has investigated the factors influencing employees' job satisfaction: A case of Amboseli-Tsavo Game Scouts Association, Kajiado County, Kenya. There are numerous areas that still require further research. The researcher would therefore wish to propose the following areas for further research on this study.

1. To this end a study should be carried out to investigate the factors influencing employees' job satisfaction across all landscapes involved in Wildlife security in Kenya.

2. Detailed study should be carried out to investigate the role of community game scouts in combating wildlife crimes at the grass root level in Kajiado County, Kenya.

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APPENDICES
APPENDIX I: INTRODUCTORY LETTER

Benson Ntoyian Leyian

University of Nairobi

P.O Box 30197 – 00100

G.P.O, Nairobi, Kenya

20th June, 2016

The Coordinator,

Amboseli-Tsavo Game Scouts Association (ATGSA)

P.O. Box 346-00209

Loitokitok, Kenya

Dear Sir,

RE: PARTICIPATION IN RESEARCH

My name is Benson Ntoyian Leyian Master of Arts in Project Planning and Management student at the University of Nairobi. I kindly request your permission and participation to complete a survey questionnaire to elicit your opinion on level of employees' job satisfaction at Amboseli-Tsavo Game Scouts Association, Kajiado County, Kenya. The responses will contribute towards my academic research in the above mentioned course.

The anticipated value of this research will depend on the feedback that you would provide in response to the various questions asked in the questionnaire **(Section A and B).** It's hoped that the feedback received will make a favorable difference to your levels of job satisfaction, in that conclusions and recommendations will be forwarded to management. All information received will be held in anonymity and in strict confidence. It is estimated that it will take you not more than 15 minutes to complete the questionnaire.

Thank you for your time and cooperation.

Yours faithfully

BENSON NTOYIAN LEYIAN

APPENDIX II: QUESTIONAIRE

Questionnaire for employees

The following questions are designed only for research purpose. The researcher has no intention to represent this information negatively in his paper. The information will be kept confidently.

SECTION A: RESPONDENTS' PROFILE

1. Gender of the employee

   Male ☐   Female ☐

2. Age:

   20 – 25 ☐   26 – 30 ☐   31 – 40 ☐   41 – 50 ☐   51 – 60 ☐

3. Who pay your salary:

   African Wildlife Foundation ☐   African Conservation Centre ☐

   Big Life Foundation   ☐   Amboseli Trust for Elephant ☐

   International Fund for Animal Welfare ☐   others specify……………………

4. Department:

   Wildlife security ☐   Rapid response unit ☐   others specify…………..

5. Rank:

   Constable   ☐   Corporal ☐   Sergeant   ☐

   Senior sergeant ☐   Warden ☐   others specify……………..

6. Salary scale:

   Ksh 8,000 – 10,000 ☐   Ksh.11, 000 – 15,000 ☐   Ksh.16,000 – 20,000   ☐

   Ksh.21,000 – 28,000 ☐   Ksh. 29,000 – 35,000 ☐   Ksh. 35,000 and above ☐

SECTION B: Factors affecting employees' job satifaction

For the following questions, respondents are asked to indicate whether they Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) or Strongly Disagree (SD)

No	Survey questions	SA	A	N	D	SD
1	I am satisfied with the working environment of the organization.					
2	I am satisfied with job location.					
3	I am satisfied with the present working hours.					
4	I am satisfied with the existing salary structure of the organization.					
5	I am satisfied with the compensation I get & I think it matches with my responsibility.					
6	I am happy with my work responsibilities.					
7	I feel comfortable in carrying out my responsibilities.					
8	I am satisfied with work relationships with the people around me.					
9	I am satisfied with various activities in the firm & love participating in them.					
10	I am happy with the overall job security.					
11	I am satisfied with the given right to put forward my opinions.					
12	I am satisfied with the leaders in my workplace as positive role models.					
13	I am satisfied with the present performance appraisal policy of the organization					
14	I am happy with the recognition and rewards for my outstanding works and contributions.					
15	I am satisfied and think I've been awarded right set of duties, as per my ability.					
16	I am satisfied & able to maintain a healthy balance between work and family life.					
17	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.					
18	I am satisfied with the leave policy of the organization.					
19	I am satisfied with employee assistance policy lunch & transport etc of the organization					
20	I am satisfied with long term benefit & insurance policies of the organization					
21	I am satisfied with ranking and promotion system of the organization					
22	I am satisfied with contract terms of the organization					
23	I am satisfied with reporting lines of the organization					
24	I am satisfied on job security					

THANK YOU FOR YOUR TIME!!!

APPEDIX III: INTERVIEW GUIDE

Employees' Job Satisfaction Interview Guide for key informants

The following questions are designed only for research purpose. The researcher has no intention to represent this information negatively in his paper. The information will be kept confidently.

1. How do the employees (Game Scouts) perceive working hours?
2. To what extent are the employees happy about their working environment?
3. How satisfied are the employees with the existing salary structure of the organization?
4. Do you think the employees are comfortable in carrying out their current responsibilities?
5. To what extent are the employees satisfied with work relationships with their supervisors and colleagues?
6. Do the current employment terms guarantee job security for the employee and what is their perception on the same?
7.   To what extend does the organization allow employees to lodge complain or give their own opinion concerning their work?
8. How effective is your organizational performance appraisal policy?
9. What form of recognition do you give employees for outstanding performance?
10. To what extend does the organization ensures that the employee maintain a healthy balance between work and family life?
11. Do you think employees feel happy in fulfilling their responsibilities & personal achievement
12. Is your leave policy attractive to the employees?
13. How satisfied are the employees with your employee assistance policy. These include ration provision & transport?
14. How happy are the employees about the long term benefit & insurance policies of the organization?
15. How satisfied are the employees with the ranking and promotion system of the organization?
16. Is the ranking and promotion system of your organization transparent?

APPEX IV: KREJCIE AND MORGAN TABLE

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   *Source: Krejcie & Morgan, 1970*