

**FACTORS AFFECTING JOB SATISFACTION AMONG EMPLOYEES IN
TELECOMMUNICATION COMPANIES IN KENYA: A CASE STUDY OF
HORIZON CONTACT CENTRE**

BY

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DECLARATION

Declaration by Student

This research project is my original work and has never been presented to any other examination body. No part of this work should be reproduced without my consent or that of the Management University of Africa

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Declaration by the Supervisor

This research project has been submitted with my approval as The Management University of Africa lecturer

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DEDICATION

I dedicate the study to my supportive parents Mr. and Mrs. Mwebia for their encouragement through my education and financial support. I thank my brother, Bilderd Mwebia for the assistance and endless time assisting in my research and during the years of my study. I am grateful for my friends for giving me the courage and self-confidence to socialize in which the qualities have enabled me to work with many people who have assisted in doing my project.

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ABSTRACT

Job satisfactions are the attitudes and feelings employees have about their work. Job satisfaction can also be known to be job contentment. Positive and favourable attitudes towards the job indicate job contentment. Negative unfavourable attitudes towards the job indicate job dissatisfaction. Organizational reward systems play a critical role in enhancing employee satisfaction as the primary aim of the reward system is to enhance extrinsic motivation by satisfying an individual needs indirectly through means of pay and bonuses. The purpose of this study was to analyse the factors affecting job satisfaction among employees at the Horizon Contact Centre. The objectives of the study were to determine the effect of basic pay, training programs, working conditions and empowerment on employee's job satisfaction. This study adopted a descriptive research design. The population of the study selected a number of employees of Horizon Contact Centre who are based in Nairobi. The researcher was use stratified sampling procedure to select a sample that represents the entire population. From every stratum the study used easy random sampling to select a sample of 30%. A structured questionnaire was prepared and distributed to all selected respondents. The data collected will be analysed using descriptive statistics and inferential statistics tools. The findings will be presented using tables and figures. The study found that employee turnover, customer feedback/quality of customer service and employees' feedback had met expectation of the employees at Horizon Contact Centre. The study found that the organization frequently trained its employees to widen their knowledge and abilities. The study found that working conditions in HCC affected the employee's satisfaction with the job. Overall, working conditions had the least effect on the employee job satisfaction, followed by basic pay, then empowerment while training programs had the least effect to the employee job satisfaction. The study concludes that employees at Horizon Contact Centre were satisfied with the amount of pay which the organization paid them. Working conditions, empowerment, development opportunities and basic pay employees impacted job satisfaction at Horizon Contact Centre. The purpose of career development is to; enhance every employee's current job performance, enable people to take advantage of future job opportunities and fulfil agencies' goals, staff experience emotional exhaustion. The study recommends the management of the Horizon Contact Centre to ensure that employee turnover, customer feedback/quality of customer service, employees' feedback and Performance appraisal meets the expectation of the employees at Horizon Contact Centre. An incentive wage system needs to be put in place as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. A training policy should be put in place. Departments and management of the organization should offer ergonomically designed workspaces that enhance employees' health and well-being, and supports employees' job tasks by being adjustable to the ever-changing work process through flexible, moveable and adjustable workspaces.

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ACRONYMS AND ABBREVIATIONS

HRM -	Human Resource Management
HCC -	Horizon Contact Centre
BPO -	Business Process Outsourcing
ICT -	Information Communication Authority

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter examines the historical background information to the study, the statement of the research problem and also the purpose of the study. The research objectives, research queries, justification of the study, importance of the study and scope also are mentioned.

1.1 Background of the Study

Job satisfaction is outlined as psychological state of how a personal feels towards work, in various words, its people's feelings and attitudes regarding variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadegh, 2009). In addition, to keeping costs down and ensuring organizational existence, they're being encouraged to vary the way they work and to simply accept new ways that of being organized and managed so as to gain competitive advantage (Heneman, Fay, & Wang, 2002). An organization's success is highly keen about the performance of its staff. Poor worker performance is prejudicial to any organization whereas effective worker performance could be a nice source of organizational success. Employee satisfaction is considered as an overall feeling about the job, or as a related set of attitudes about various aspects of the job (Spector, 1997). "Satisfaction is set, in part, by the discrepancies ensuing from a psychological comparison methodology involving the appraisal of current job experiences against some personal standards of comparison (Rice, R., McFarlin, D., Bennett, D., 1989). "Employee' satisfaction is taken into consideration as all-round module of an organization's human resource methods. Job dissatisfaction and low motivation are preferred as a number of the most dreadful hitches going through companies these days which result in reduced productivity.

Employees are the most happy and extremely productive once their job offers them security from economic strain, recognition of their effort clean policy of grievances, probability to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe advantages, sound payment structure, incentive plans and share activities, health and safety

measures, Social Security, compensation, communication, communication system and finally, atmosphere of mutual trust respect (Kuria, 2011).

Organizational reward systems play an important role in enhancing worker satisfaction because the primary aim of the reward system is to boost extrinsic motivation by satisfying an individual employee's desires indirectly through means of pay and bonuses (Govindarajan & Anthony, 2007). Heneman et al (2002) observe that when employees are satisfied on the basis of the extrinsic rewards gotten from the employer, then they will be able to perform better and will aspire to get to their goals. Hackman and Oldman (2005), observe that in addition to salary and incentives, satisfaction with the job requires satisfaction with different aspects of the work, including variety in the skills and activities required to carry out the tasks, and autonomy in performing work. It is as a result of work itself would possibly provide opportunities for creativity and task variety, allowing workers to extend their knowledge and change in responsibility.

The Horizon Contact Centre has been providing an effective encouragement system, supporting environment, and sense of respect and confidence in employees' ability, the leaders increase employee satisfaction as measured in terms of pay, recognition, co-workers, and communication. This result is supported by (Walumbwa, Orwa, Wang, & Lawler, 2005) who found that transformational leadership behaviour has a significant and positive influence on organizational commitment and job satisfaction. It is a strategy adopted by the organization to keep its high profile employees for longer period and for better performance. Retention is crucial especially for those employees who are related with the operations.

1.1.1 Job Satisfaction

Job satisfaction has been outlined as an agreeable emotional state ensuing from from the appraisal of one's task, an affection reaction to at least one's job, and a perspective towards one's job. It describes however satisfied a personal is together with his or her job. The happier individuals are within their job, the happier they're said to be. Thus, worker satisfaction refers to outlook of the employee relating to the workplace and his attitudes forward his job. Thus, job satisfaction is functions of the extent to that one's wants are glad in a job (Togia, Koustelios, & Tsigilis, 2004). According to (Lévy-Garboua & Montmarquette, 2006) employee satisfaction is “an index of preference for the experienced job against outside opportunities conditional on information available at time”. This implies thus that worker satisfaction entails a comparison between the vital experiences of job within the past and so

the mental experience of outside opportunities till then. It moreover consists of the assessment between future expectancies of own task and outside opportunities in the future.

According to (Pearson, 1991) employees wait for their job to provide an aggregation of features (pay, promotion and autonomy) in which the employee has certain favourable values. In terms of employee satisfaction, (Luthans, 1998) identified five dimensions comprising pay, characteristics of job, working conditions, management politics and working colleagues. Pay has been thought of an external function, different factors (factors of job characteristics) are outlined as internal factors. Considerably, however providing employees with discretion and each outcome feedback and method feedback concludes in statistically vital developments on job delight of workers.

According to (Armstrong, 2003) workers respond best and most effectively not when they are controlled by management, placed in narrowly defined jobs and rated as unwelcome necessity, but instead when they are given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work. It isn't task delight that produces high performance but excessive performance produces job satisfaction. People are driven to accomplish certain goals and can be satisfied if they attain these goals through improved performance. They may even be more satisfied if they are rewarded by extrinsic recognition or an intrinsic sense of achievement (Armstrong, 2003). This shows that giving individuals the chance to carry out and rewarding them through monetary or non-monetary suggests that once they perform can do improvement of job satisfaction.

1.1.2 Telecommunication Industry in Kenya

The telecoms industry in Kenya, similar to the rest of the globe, goes through profound changes. Within the past decade, technological advancement and regulatory restructuring have remodelled the business. Markets that were at one time distinct, discrete and vertical have united across their previous boundaries with a vast investment of capital a lot of it originating from private sector participants. The result's the new markets, new players, and new challenges together with employees restructuring which can cause discontent as adjustments due to market liberalization. Market liberalization efforts have also picked up ensuring the successful partial privatization of Telkom Kenya Ltd (December 2007), divestment of GoK's 25% stake in Safaricom Ltd through a public listing (May 2008), and the launch of fourth mobile operator Econet Wireless Kenya (November 2008). This has resulted into a number of the world's best known telecommunication providers Vodafone,

Airtel, France telecommunication, and Essar Communications through their investments in Safaricom limited, Telkom Kenya limited and Econet limited respectively - being major players within the Kenyan market. On-going infrastructural developments by operators have mostly been targeted on network expansion for increased nationwide coverage.

1.1.3 Horizon Contact Centre

The Horizon Contact Centre was formed in November 2008 once a group of international and native investors saw that the longer term in Kenya's ICT sector lay in its ability to be a competitive player among the Business process Outsourcing space. With benefits just like the skills and talent availability, operating environment, communications infrastructure and worth competitive environment, Horizon Contact Centres was incorporated with a view to assembling a World class BPO Facility. The mission of the company is to determine a market leadership position in contact centre and BPO services in Kenya and also the region. The corporate is to attain this by utilizing the talent diversity in Kenya and develop the simplest labour force within the business, leverage Kenya's well developed information and Communication Technology infrastructure and supply an innovative and progressive approach to our clients thereby delivering real value.

1.2 Statement of the Problem

Many organizations in both the general public and indeed the private sector take into account their workers as an important asset within the organization towards the attainment of the structure goals. However, the same objectives can only be earned from a satisfied workforce. Thus worker satisfaction is of significance if organizational goals are to be attained. Worker job satisfaction is related to increased productivity, organizational commitment, lower absence and turnover, and ultimately with increased organizational effectiveness (Logsdon & Ellickson, 2001). However, the same job satisfaction comes about based on the rewards that the workers receive from the employer. The advantages that workers receive from their organizations influence the effort, skill, ability and productivity that they are willing to offer in return. So organizational interest in job satisfaction ought to be driven by humanitarian interests, particularly the notion that workers should be treated with respect and have their psychological and physical well-being maximized (Logsdon & Ellickson, 2001).

The competition in the telecommunication companies has risen to a level where each organization needs to differentiate them so as attain competitive advantage over its

competitors. As a result, these changes create a pressure on these institutions about delivering high-quality and customer-oriented services. This pressure has increased substantially in recent years. The challenge requires thorough diagnosis in order to enhance the competitiveness of firms in the industry. Consequently, to improve its organizational performance, the Horizon Contact Centre has taken numerous initiatives as a result of this pressure, in terms of personnel management, the organization has showed an increased interest in human resource management applications such as performance management, performance pay and employee and manager evaluation. Despite these efforts, the level of job satisfaction as depicted by the high levels of employee turnover is very low.

Research studies have found that highly committed employees who perform rewarding, meaningful and fulfilling jobs are much less possibly to turnover as compared to employees with low commitment levels and who are discontented with their jobs. There are several studies on employee job satisfaction in various industries that have been undertaken over the last few years locally. A research was done on the effect of reward systems on performance in small and medium sized businesses. There being no known research that has dwelt on the factors affecting job satisfaction this study will then focus on the factors affecting job satisfaction at Horizon Contact Centre. It is during this light that the researcher seeks to fill the existing gap through answering the queries: what are the factors affecting job satisfaction at the Horizon Contact Centre?

1.3 Objectives of the Study

The factors affecting job satisfaction among employees in telecommunication companies in Kenya is the main reason for the research.

1.3.1 Specific Objectives

- i. Determine the effect of basic pay on employees' job satisfaction at Horizon Contact Centre
- ii. Evaluate the effect of access to training programs on employees' job satisfaction at Horizon Contact Centre.
- iii. Establish the effect of working conditions on employees' job satisfaction at Horizon Contact Centre.
- iv. Determine the effect of empowerment on employees' job satisfaction at Horizon Contact Centre

1.4 Research Questions

- i. What effect does basic pay have on employees' job satisfaction at Kenya Horizon Contact Centre?
- ii. To what extent does availability of training programs affect employees' job satisfaction at Kenya Horizon Contact Centre?
- iii. How does working conditions affect employees' job satisfaction at Kenya Horizon Contact Centre?
- iv. What effect does empowerment have on employees' job satisfaction at Kenya Horizon Contact Centre?

1.5 Significance of Study

The outcomes of the research would benefit the management of the Horizon Contact Centre to know the various systems which they are able to adopt in the face of high competition within the telecommunication sector. Additionally the study would be a useful source to those inquisitive about establishing a business in the telecommunication sector considering they'll be capable of recognize what to do right to succeed and what if carried out wrong will bring the enterprise down.

The study would additionally create a monograph that can be replicated in alternative telecommunication companies that face high competition. Most importantly, this research is more aimed at providing some practical suggestions on the system to be installed in place with a purpose to gain competitive benefit. The policy makers would acquire knowledge of the sector dynamics and also the appropriate systems; they'd therefore obtain guidance from this study in designing applicable policies that might regulate the sector.

Future scholars ought to use the outcomes of this research as a source of reference. The finding of this observation is to compare with different factors in other sectors to attract conclusions on diverse approaches in which a company can make sure that they ensure their employees are satisfied in their job. It would also benefit consultants who endeavour to provide assistance to successful running of businesses coming up with effective systems that ensures employees job satisfaction.

1.6 Scope of the Study

The study took place from March to June 2018 it focused on effectiveness of e procurement in the construction sector. The researcher took a target population of 300 respondents from Horizon Contact Centre and a sample size of 90 respondents.

1.7 Chapter Summary

This chapter gives the historical past of the study on outcomes of rewards on worker performance. The statement of the problem that articulates the gap and wants for this study is additionally given. This chapter has additionally given the purpose of the study, research questions, and also the significance of the study and the definition of terms which have been used in the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter represents the foundation for the development of the study. It'll discuss the relevant literature regarding the factors that affect worker job satisfaction. It will specifically target theoretical review, past studies on the topic in an endeavour to highlight the connection of that analysis and this research and an overview of a number of the literature on the variables of the research. These variables consist of: talent improvement, reward, company structure, company commitment and impact of managers on job satisfaction, these variables type the basis of the research. The chapter additionally provides the research gap and also the conceptual framework that shows the connection between the variables of the study.

2.1 Theoretical Review

Significant research has been carried out examining the factors which might be proposed as determining an organization's choice of reward systems. A compensation decision model was portrayed on how both environmental and organizational factors, such as the organization's business and Human Resource strategy, directed the reward system (Abraham, Friedman, & Thomas, 2008). Following their work totally different scholars have conducted an oversized variety of statistical studies analysing capability "contingency" factors in reward determination together with business strategy, firm size, ownership structure, unionization, economic variables, technological changes, environmental uncertainty and legal factors. In many cases, rewards management is closely related to motivation theories and job satisfaction. Furthermore, theories of motivation focus on satisfaction of the needs for autonomy, competence and relatedness or work design characteristics that lead to productive psychological states (Gagne & Deci, 2005). The following theories can be used to explain the reward system being adopted by various firms in order to guarantee employees are fulfilled with their job.

2.1.1 Herzberg Two-Factor Theory

The analysis conducted by Hertzberg determined what people truly need from their jobs. The respondents had to explain work situations in which they felt satisfied or dissatisfied in their jobs. The characteristics associated with job delight covered advancement, recognition, the

work itself, accomplishment, growth and responsibilities. Herzberg mentioned these characteristics as “motivator”. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration (Robbins, 2001). Thus, they reviewed that job satisfaction and dissatisfaction as independent.

Herzberg’s two-factor theory is a key frame of reference for managers who need to achieve an understanding of job satisfaction and connected job performance issues (Schermerhorn, 1993). He asserts that the two-factor concept is a beneficial reminder that there are two necessary aspects of all jobs: what individuals do in terms of job content, and also the work setting in which they're doing it (job context). Schermerhorn suggests that managers ought to attempt to unendingly eliminate poor hygiene sources of job discontent inside the workplace and guarantee building satisfier factors into job content to maximize possibilities for job delight. This theory has connectedness and very important to the current study therein it acknowledges that staffs have two classes of wants that operate in them which both ought to be addressed.

Thorpe & Homan (2000) referred to those environmental factors that cause workers to be dissatisfied as hygiene Factors. Existence of these factors according to Herzberg, Mausner, Synderman, doesn't cause satisfaction and consequently didn't increase performance of staff in skilled jobs. The hygiene factors are company policy and management, technical supervision, income, social relationship with supervisors and work conditions; they're associated with process content: Herzberg et al. indicated that these factors are perceived as vital however not adequate conditions for the satisfaction of staff. They further known motivating factors as those factors that create staff work harder. They posited that these factors are relating to job context or what people really do in their job and categorized them as follows: accomplishment, recognition, work it, responsibility and advancement. Achievement is portrayed by the drive to stand out, accomplish difficult tasks and achieve a standard of excellence.

Wood, (2006) pointed out that the opposite of dissatisfaction is not satisfaction. Both hygiene factors and motivators are necessary however in several ways. Applying these concepts to education for instance, if school improvement depends, fundamentally, on the improvement of teaching, ways to increase teacher motivation and capabilities should be the core processes in creating schools more effective (Ololube , 2005). Additionally, highly driven and need

satisfied lecturers can produce a good social, mental and physical climate in the study room. Exemplary teachers seem able to combine professional knowledge (subject matter and pedagogy), interpersonal understanding (human relationships), and intrapersonal information (ethics and reflective ability) once she or he is glad with the work. This theory consequently will guide a researcher in setting up determinants of employees' satisfaction in Telecommunication sector in Kenya.

2.1.2 Equity Theory

The values of this theory are also major determinants of job satisfaction as Adams, (2003) supported. Equity theory includes a range of noticeable issues like executive remuneration, equal value, and similar worth. Adams (2003) argued that there is little interest in the level of payments than the awareness of fairness among the others, which can determine satisfaction. Thus, equity is rarely accepted and usually people react to inequity by decreasing their personal effort, demanding more equitable treatment and attempting to find alternative employment (Adams, 2003). Furthermore, the unfair distribution of rewards can lead to lower levels of commitment, higher rate of absence and finally to a worse organizational performance. Therefore, the accomplishment of equity in rewards must be a major objective for the managers. The difficulties that usually appear, according to Thorpe and Homan (2000), lie in setting an objective measurement of "differential and relativities" like efforts, skills, experience, needs. It is essential that rewards should be fairly distributed but there are not satisfactory methods to give such outcomes.

Organizations with better payments and rewards are more productive than their competitors that pay less (Preffer, 2005). Higher payments are likely to attract and retain the most motivated and qualified employees who can be the basis for competitive strategies based on innovation, quality and price. Wood (2006) mentions that group payments are a stronger motivation rather than focusing on individual performance. Motivators can also be the participation of the employees in designing the rewards systems and the high rate of internal equity by minimizing the differential between the highest and the lowest paid and by using analytical and formal job evaluation schemes (Wood, 2006).

2.1.3 Maslow Satisfaction Theory

Maslow believed that because of the distribution of satisfying work only a small portion of the population reaches this level. Thus self-actualization is for most people a need that will

motivate them for the rest of their lives. When jobs are infrequent, employees are motivated solely by shortage needs. When jobs are easily satisfied, social needs become important stimuli in the place of work. Once social needs are met, intrinsic aspects of the, the amount of challenge, responsibility and autonomy it offers become increasingly noticeable to employee motivation. Maslow's theory thus suggests that employees will always want to move from their employers. Applied to the present study, this theory implies that for teachers to be satisfied, they have to be well paid, have good working conditions, be protected against murder, fire, accident, disability, have good relationships, high levels of achievement, recognition and status (Segalla, Rouzies, & Weitz, 2006). In view of needs hierarchy theory, the researcher thought it was important to examine the level of needs satisfied among the head teachers and consequently unearth the factors that cause satisfaction and dissatisfaction in their jobs.

De Troyer, (2000) facet overall satisfaction theory distinguished between overall satisfaction and facet satisfaction. According to him, facet satisfaction refers to people's affective reaction to specific factors of their work inclusive of pay, supervision and opportunities for promotion. Overall satisfaction refers to a person's affective reaction to his total job. Therefore satisfaction is conceived in terms of job facet and overall job satisfaction as a compilation of feelings of satisfaction on an array of facets. Lawler's facet/overall satisfaction is the most valid in measuring satisfaction. It's relevant for this study in that for the head teachers to attain job satisfaction all aspects of their job have to be fulfilling. Such aspects may include pay, supervision, opportunities for career advancement and good working conditions.

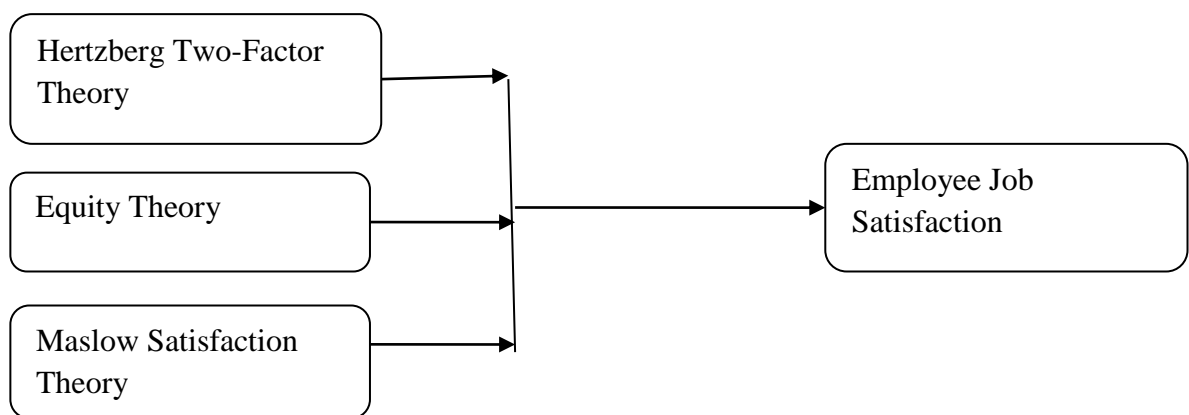


Figure 2.1 Theoretical Framework

2.2 Empirical Review

Both hygiene factors and motivators are vital however in different ways. Job satisfaction can also be discussed because the result of the interaction of the workers and his perception towards his job and work atmosphere (Locke , 1976). The antecedents that affects the work satisfaction, is also a large variety of, like work values, one's instability, work rewards, work ethics, personal attributes, hours of labour, emotions, performance, threat to job stability, work atmosphere, organizational social concern. This finding is reliable with a few previous research which observed that delivering on the capability of a contingent reward has a significant impact on worker job delight. Rewarding and encouraging are consistently considered by observers to be one of the important motivators. Armstrong & Murlis, (2006) individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and willing staying longer in organization.

Job satisfaction is influenced by many factors such as: the working conditions, work itself, supervision, policy and administration, advancement, compensation, interpersonal relationships, recognition, and empowerment (Castillo & Cano, 2004). Every person has a unique set of goals and may be inspired if he/she believes that: there's a tremendous link between efforts and performance; effective performance will bring about a pleasant reward; the reward will satisfy a vital need; and the desire to fulfil the need is strong enough to take some time meaningful. The motivation to work depends on the relationships between expectancy, instrumentality and valence (Vroom, 2004). Expectancy is a person's certainty that working hard will result in a fulfilling level of job performance. Instrumentality is a worker's acceptance that successful performance may be observed through rewards and valence is the value someone holds with respect to results.

There are different studies that have been done in this area in Kenya. For instance, Kimani (2009) did a study on the effect of reward system on performance in small and medium sized enterprises and the findings were that reward policies have to be formulated for the purposes of rewarding people fairly, equitably and consistently with respect to their value to the organization. The research also found out that money was a major reward system looking for employment opportunities, followed by growth then independence and lastly responsibility.

Wangui, (2009) on the effects of reward system on performance in national registration bureau, it was noted that reward system indeed affect performance in organizations. Employees should be remunerated and they should have comfortable working conditions. The study established further that lack of reward system affect performance leading to labour turnover and the conclusion was that national registration bureau does not train, promote, motivate and recognize their employees' effort.

2.2.1 Basic Pay and Employee Job Satisfaction

Pay refers to the number of economic compensation that a private receives still because the extent to that such compensation is gave the impression to be equitable. Remuneration and earnings square measure a cognitively sophisticated and third-dimensional contemplate job satisfaction. Salaries don't appear to be entirely assist folks to achieve their basic wants, however square measure instrumental in satisfying the higher level wants of individuals (Luthans, 1998). For many folks, the foremost necessary reward for work is that the pay they receive. Cash is vital because of the things it can purchase and it additionally symbolizes a worker worth (Clifford, 2005). An organization pay is considered necessary as a result of if managed effectively, cash will improve motivation and performance. Employee compensation is a major value of doing business as much as 50-60% in most organization and so a poorly designed system will be expensive proposition (Noe, 2007). Further, a poorly designed pay system may result in issues in areas such as turnover and low motivation.

Pay and benefits are not adequate conditions for high satisfaction; it's a vital measure in job satisfaction evaluation. The majority work is that the primary source financial gain and financial security and an important indicator of status within the organization as well as in society (Noe, 2007). Naturally, staffs need pay and benefits reward system that they understand as merely, unambiguous, fair and in line with their expectations. Deciding compensation levels organizations should be aware of the prevailing market rates to make sure fairness and equity in reimbursement (Odukah, 2016). He emphasises that organizational indifference on going rate or going variety will have an effect on negatively on efforts place towards attracting and retaining the specified employees. Once individuals are paid well they're ready to meet their daily desires, concentrate at their places of labour and accomplish their tasks. In their study of public sector managers, Taylor and West (1992) found that pay levels affect job satisfaction, reporting that those public employees that compared their salaries with those of private sector employees experienced lower levels of job satisfaction.

Akintoye, (2000) asserts that money remains the foremost important motivational strategy. In 1911, Frederick Taylor and his scientific management associate described money as the most significant think about motivating the industrial staff to attain greater productivity. Taylor advocated the establishment of incentive wage systems as a way of stimulating staff to higher performance, commitment, and eventually satisfaction. Money possesses vital motivating power in as much as a result of it symbolizes intangible goals like security, power, prestige, and a sense of accomplishment and success. Money has the ability to attract, retain, and encourage people towards higher performance. Several managers use finance as a way to reward or punish workers (Banjoko, 1996). This is often done through the method of rewarding workers for higher productivity by encouraging fear of loss of job (premature retirement because of poor performance). The need to be promoted and earn enhanced pay can also encourage workers.

The view that pay increases motivation comes from cognitive evaluation theory, which argues that incentive pay incorporates a negative effect on intrinsic motivation, a “crowding-out” result (Gagne & Deci, 2005). Understanding the design effects of incentive systems is vital to understanding of employee motivation and whether or not these incentive systems are connected to fulfilment. The philosophy behind pay-for-performance plans attracts upon reinforcement theory that implies that pay be linked to performance by setting specific targets and then profitable individuals for achieving these targets (Heneman, Fay, & Wang, 2002). Pay fairness is a crucial issue within the design of reward systems. Workers sometimes build equity judgments supported comparisons with others who could even be co-workers, or supported other similarities, similar to organizational status. Lambert, Hogan, & Barton, (2001) found monetary rewards to have a major impact on job satisfaction. Such findings are mostly consistent with the idea that the majority workers are socialized in a society wherever money, benefits, and security are typically asked for and are regularly used to gauge the significance or the worth of an individual. Thus, the bigger the monetary reward, the less worry workers have regarding their monetary state, thereby improving their influence of their self-worth to the company.

Incentive systems are plans within which workers can earn extra compensation in return sure forms of performance. Incentive programs will include any of the following programs; piecework programs which tie a workers earnings to the number of units produced; gain-sharing programs which grant additional earnings to employees or work groups for cost

reduction ideas; bonus systems which provide managers with lump-sum payments from a special fund based on the financial performance of the organization or a unit; and long term compensation, which gives managers additional income based on stock price performance, earnings per share, or return on equity (Greenberg, 2007).

Incentive plans that are concerned with toward individual workers may cause increased competition for the rewards and some presumably disruptive behaviour like sabotaging a co-worker's performance, sacrificing quality for quantity, or fighting over clients. A group incentive plans on the opposite hand requires that workers trust each other and work together (Rahman & Bullock, 2005). Effective cooperation will inspire workers and improve worker performance and self-efficacy. This will increase motivation and self-efficacy through cooperation can be a source of worker independence, significance, connection with team members and fulfilment. Rahman & Bullock, (2005) surveys performed with manufacturing companies in Australia and New Zealand, the use of teams has a significantly positive relationship with employee morale. We expect the same positive relationship between effective teamwork and employee satisfaction in the public sector:

2.2.2 Training Program and Employee Job Satisfaction

Employee training provides opportunities to workers to widen their knowledge and skills for more efficient cooperation and achieve individual development (Jun, Cai, & Shin, 2006). Once staffs receive self-development training, the extent of their job satisfaction is higher than those without such training (Saks, 1996). Career development is an organized approach used to accomplish worker goals with the business desires of the agency workforce development initiatives. The aim of career development is to; enhance every employee's current job performance, change people to take advantage of upcoming job chances and fulfil company goals for dynamic and effective personnel.

The benefits of worker improvement to an organizational consist of: growing the workers' morale considering the fact that coaching can improve the employees' confidence and motivation; lowering value of production through higher and affordable use of material and equipment thereby decreasing and averting waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace (Cole, 2005). Training helps improve change management by growing the understanding and involvement of staff in change management method. Employee development is thus a key

element for improved organizational performance; it will increase the level of individual and organizational competences. It allows to reconcile the gap between what ought to be compelled to take place and what's going on among favoured objectives or standards and actual ranges of labour performance. Although many employers still have reservations relating to the value and extent of tangible business returns from coaching, the development of skills has been known as a key think about perfecting competitiveness. Casio (1989, p.35) puts it this way “The economic and technological trends, the pace of innovation, change and development are growing faster year-by-year and as a result, provide clear signals that training and development are so relevant that both organizations and individual stakeholders must give a serious attention to.”

No matter how machine-driven a company is also, high productivity is subject to the level of motivation and also the effectiveness of the work force. Staff training is a necessary strategy for motivating employees. The organizations should have good coaching programme. This will provide the organization expert opportunities for self-development and improvement to fulfil the challenges and desires of new equipment and new techniques of executing a task. Training of work force provides numerous benefits to organizations like fewer production errors, increased productivity, reduced turnover and improved safety (Martensen & Gronholdt, 2001). Training and education can even facilitate the company to increase a learning surroundings, which can enhance a better organizational culture. Coaching wants of workers should be known very carefully and thought of as a quality awareness workshop. Missing skill sets should be determined and new training should be scheduled to fulfil these gaps. Necessary financial resources should be available for such efforts. Implication of this finding for public sector is that executive managers in public organizations need to create a work environment in which individual workers perceive a support in their career development aims. They should provide career planning opportunities and training and development experiences to employees.

The purpose of training is mainly to reinforce information and abilities, and to change attitudes or behaviour. It's one of the most vital capacity motivators which may lead to several potential benefits for both people and the organization. Changing technology requires that workers possess the know-how, talents and skills needed to influence new processes and production techniques. coaching can achieve: High morale because the workers who receive training have enhanced confidence and motivation; lower value of production as the training

eliminates risks as a result of trained personnel are ready to build better and economic use of material and equipment thereby decreasing and evading waste; lower turnover through a sense of security at the workplace that reduces labour turnover and absence is avoided; change management as coaching allows to manipulate change through growing the understanding and involvement of workers within the change process and together offers the skills and abilities needed to manage to new situations; provide recognition, increased responsibility and thus the possibility of increased pay and promotion; provides a sense of personal satisfaction and accomplishment, and broaden opportunities for career progression and facilitate to boost the supply and quality of employees (Cole, 2005). Many new staff will be equipped with most of the information, skills and attitudes required to begin out work, however others may have exhaustive coaching to form certain their effective contribution to the company. A majority however, could force some style of training at one time or any other to keep a good level of job performance. The purpose of training is mainly to boost knowledge and skills, and to vary attitudes or behaviour. It's one amongst the most important potential motivators which can result in many potential advantages for both people and the organization. Changing technology needs that staff retains the knowledge, skills and abilities necessary to manage new processes and production techniques. coaching will attain: High morale as the employees who get coaching have increased confidence and motivation; lower value of production as the coaching eliminates risks because trained personnel are able to build better and financial use of material and system thereby lowering and keeping off waste; decrease turnover through an experience of security at the workplace that reduces labour turnover and absence is avoided; amendment management as coaching facilitates to control change through increasing the knowledge and involvement of workers within the change process and conjointly offers the skills and abilities needed to manage to new situations; provide recognition, increased responsibility and therefore the possibility of increased pay and promotion; provides a sense of personal satisfaction and accomplishment, and broaden opportunities for career progression and facilitate to boost the supply and quality of employees (Cole, 2005). Many new workers may be prepared with maximum of the know-how, abilities and attitudes needed to start off work, but others can also have extensive training to create positive their effective contribution to the company. A majority however, would force some style of training at one time or another to maintain a good level of job performance.

2.2.3 Working Conditions and Employee Job Satisfaction

Working conditions have an effect on the employee's satisfaction with the work in that if individuals work in a clean, friendly atmosphere they're going to realize it easier to come to work. If the alternative ought to happen, they're going to notice it tough to achieve responsibilities. Working conditions are only likely to have a significant impact on job satisfaction when the working conditions are either extremely good or extremely poor (Vorster, 1992). Moreover, employee complaints regarding working conditions are frequently related to manifestations of underlying problems (Vorster, 1992). Organizational climate is outlined as a worldwide impression of one's organization and personal influence of the work surroundings that influences the individual's work behaviours and job-related attitudes. It describes the perception of staff towards their organizations which would link to work perspective formation (Litwin & Stringer, 2008). Staffs are found to experience emotional exhaustion once they observe conflicts in management expectations and lack of clarity concerning their job responsibilities.

Working condition has a vital impact on worker satisfaction whereas at the same nowadays influenced by the quality of the physical atmosphere during which they fulfil in their work. Whether or not work is physical or cognitive, it's performed in an environment that options every physical and social aspect. Working conditions include satisfactory work space, appropriate lighting, noise, thermal environment, usability-related issues and office equipment (Sousa-Poza, 2000). Ergonomic design of office workplaces can increase the organization performance. Management should produce a brand new plan for work environments to boost worker effectiveness. Additionally to that, management of the organization ought to give ergonomically designed workspaces that improves workers' health and well-being, and supports employees' job tasks by being adjustable to the dynamic work process through flexible, movable and adjustable workspaces. Well-designed work environment also increases communication and teamwork among workers and subdivisions. Work measurement is very important activity for the effective management of the public organizations while task analysis describes the specific interaction between a person and their physical equipment. Task analysis can be used to determine the appropriate allocation of the function of humans and the application of equipment in work-related operational systems, determining staffing and job organization levels, and assessing what is needed to do a particular job and how it will be provided. It can also help to ensure that people within the

system are capable of carrying out their assigned tasks, and it can measure work performance, system safety and reliability.

2.2.4 Empowerment and Employee Job Satisfaction

Participation consists of involvement of staff in management and decision making related to methods, goals and policies of the companies. Employees' knowledge of the goals, values and politics in their companies are absolutely and considerably related to job satisfaction and thus managers ought to consider staff in decision-making processes. Worker participation in organization events may improve job-satisfaction level (Bhatti & Qureshi, 2007). Empowerment on the opposite hand involves making values for employees to try and do their job severally whereas not constant intervention of management. Empowerment relates to one's belief in his/her capability to apply absolutely unique. The purpose of the employee empowerment is to enhance individual and organizational overall performance and to assist workers accomplish their goals by authorizing staff to participate in the decision-making process. The staffs take into consideration their own jobs, and see and solve problems involving their work.

Empowerment is an effective strategy for promoting expertise because it creates an effective and safe environment among which people can acquire skills. Importantly, empowerment provides a chance for employees to apply new skills that are likely to strengthen the values of personal development. It may be thought of a good means of improving skills and may be considered an effective method for handling information through the provision of knowledge systems and support from technical consultants represents a systematic apply for disseminating knowledge through an organization and improvement of decision-making obligation has the ability to tap into workers' existing know-how and skills, drawing on their personal reviews and concepts to boost the effectiveness of labour systems. According to Abu Elanain (2009), clear policies and procedures play an important role in helping employees to understand organizational goals; in contrast ambiguity can be a great source of dissatisfaction and frustration.

In both public and private sector, generating customer satisfaction and a high level of empowerment must be initiated by the top management (Snipers et al., 2005). Empowering staff comprises moving decision making to the other staff who are not in the management level inside the company. Worker involvement covers data sharing and worker relationships.

Satisfactory improvement plans proposed by several experts emphasize mainly the involvement of empowered employees. Most employee involvement systems without authorization fail despite whether or not the company makes use of concept systems, brainstorming sessions and everyday meetings or not. Without clear aid and contribution of the employees, a successful management implementation might not be achieved. Organizational leaders within the organizations need to provide importance dynamic organizational culture from ancient structure to participative management and empowerment. Once public organizations apply leadership development and other coaching programs for managers, they ought to embrace participative decision-making and worker-empowerment strategies as a key constituent of those programs.

There's an established frame of expertise supporting the concept that particular jobs and goal setting can improve performance. Adams (2003) found that systems in which employees reported higher perceptions of skill variety, task significance, autonomy, and feedback reported higher levels of satisfaction and internal work motivation. In their study, Clifford (2005) found that the reward from outside activities is affected by the performance on inside activity and the relation between job characteristics and job satisfaction and also found that the relation was stronger for employees high in growth need strength.

Job designs that give for top levels of employee control also give multiplied opportunities for the development and exercise of skill (Preffer, 2005). Also, meditational influence of perceived ability utilization on job control job satisfaction has been determined. They further finished that perceived work demands, job management and social aid through job style results in high productivity. This implies that the extent of job satisfaction is decided by a mixture of jobs, work and personal characteristics and rotating managers to totally different jobs adds the advantage of task selection, leading to enhanced performance of staff. Armstrong (2003) observed that task identity, task significance, autonomy, feedback, job security and compensation are important factors for the motivation of employees.

The job characteristic needs to be well-thought-out in planning a job style since they contribute to certain psychological states which the strength of employees' need for growth has a vital moderating result. The core job characteristics that need to be thought-about by an organization in arising with a job style include worker skill selection, where this refers to the extent to that the work requires the worker to draw from a number of different skills and capabilities likewise as upon a variety of job knowledge. The job style ought to also have

significance or importance internally however proud workers are to inform their relatives, friends and neighbours what they're doing and anywhere they job. According to Bassey (2002), the job style should also have job independence. This refers to what quantity freedom and control workers have to achieve their jobs for example program their job, create decisions or confirm the means that to accomplish the objectives

2.3 Conceptual framework

There are various roles being played by reward system that may have an influence on job satisfaction on various sectors of the economy in Horizon Contact Centre and the need to come up with ways of guaranteeing that the workers are fulfilled with their work. A diagrammatic presentation of the conceptual framework is provided in Figure 2.2 on the role being played by the reward system on job satisfaction. This shows the relationship between the independent and dependent variables.

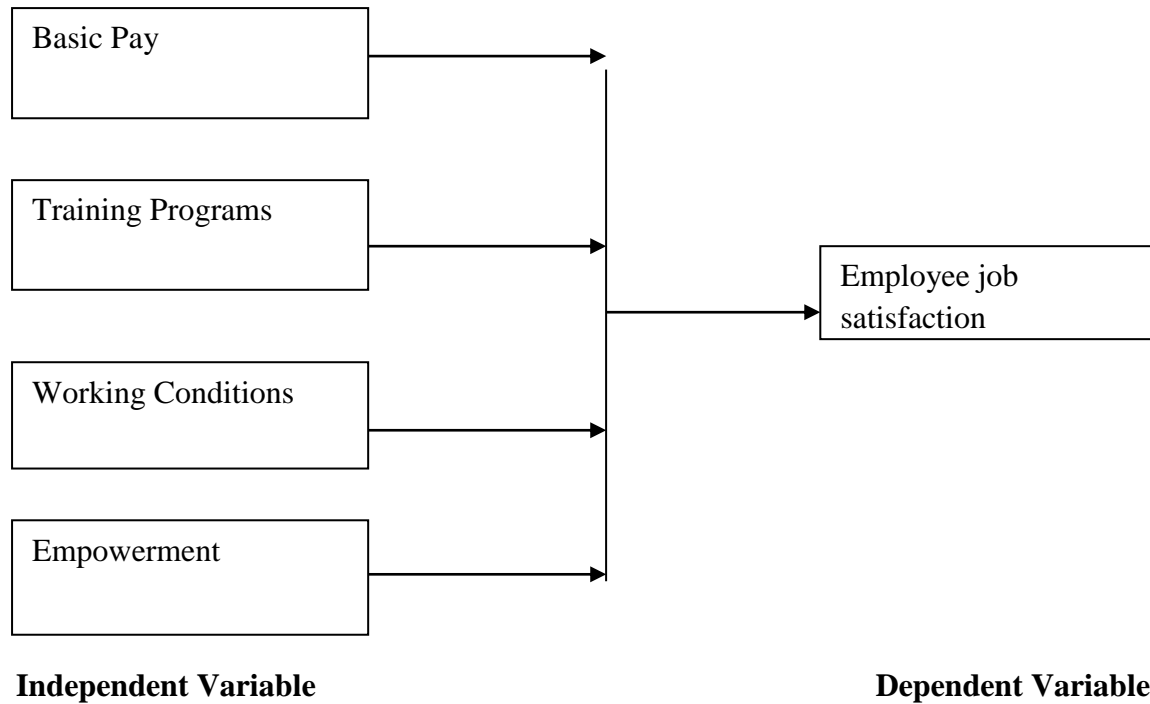
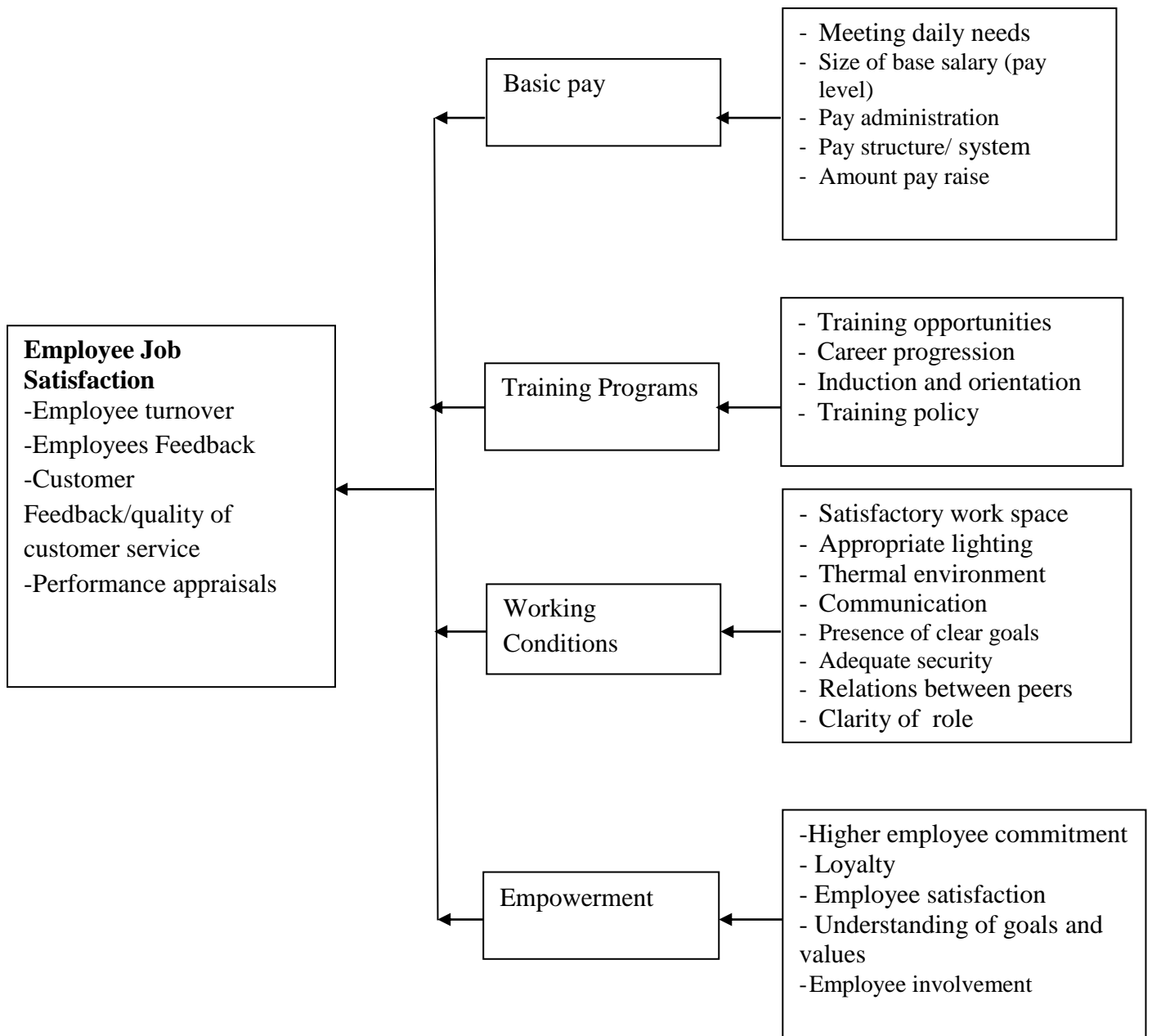


Figure 2.2: Conceptual Framework

Source: Author (2018)

The conceptual framework diagram above shows that in order to attain employee job satisfaction; an organization should fulfill the various rewards systems like the financial rewards, development opportunities, working conditions and empowerment.

2.4 Operationalization of Variables



Dependent Variable

Independent Variable

Indicators

Figure 2.3: Operational Framework

Source: Author, (2018)

The operational framework looks at how the study variables were measured. The measures of basic pay include meeting daily needs, size of base salary, pay administration, pay structure/system and amount pay raise. Development opportunities included training opportunities, career progression, induction and orientation and training policy. The working

conditions entails satisfactory work space, appropriate lighting, thermal environment, communication, presence of clear goals, adequate security, relations between peers and clarity of role . Finally, empowerment and participation was measured using higher employee commitment, loyalty, employee satisfaction, understanding of goals and values and employee involvement.

2.5 Chapter Summary

The chapter has discusses on the literature review that various authors did on the same issue. Its findings of this study, is that its conclusion of that the lack of good basic pay it may lead to delayed smooth adoption of have no motivated employees. Company should commit in giving employees good basic pay, good working conditions, training programmes and empowerment in which it will enable the employees to avoid absenteeism and motivated doing their work. The implementation of job satisfaction enhances the effectiveness of work in the company such as employee turnout in the company, productivity and organizational commitment. Employees of the company had a great responsibility in implementation of job satisfaction in the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter offers the research method that was carried out in carrying out the study. The study was guided through the research objective in chapter one. First, a presentation of the studies design is provided. It is observed through an explanation on the target population, sample size, information collection methods and instruments, information analysis strategies and reporting and ethical issues.

3.1 Research Design

The research has implemented the descriptive survey research design. This can be as a result of the study sought perception of staff on the various topics and thus the respondent would provide data based on reviews, and tapping on their memories. This study used descriptive research which provides answers the “who, what, when, where, and how” questions (Zikmund, 2003). The design is taken into account applicable as a result of the major interest is to discover the viable relationship and describe but the factors supported matters beneath investigation. Descriptive design method provided quantitative information from cross section of the chosen population. The study additionally enabled the researcher to create statistical suggestion to larger population and take a broad view the results to real conditions and thereby growing the external validity of the research.

3.2 Target Population

A population is the group that the analysis focuses on (Cooper & Scindler, 2003). Target population in statistics is the specific population relating to that data is desired. A population may be a well-defined or set of people, services, elements, and events, group of things or households that are being investigated (Ngechu, 2004). It consisted of 300 employees of the Horizon Contact Centre that are based at Nairobi. The population of interest is broken down as follows;

Table 3.1: Population size

Category	Population	Percentage
Managers	25	8%
Middle Level Employees	100	34%
Lower Level Employees	175	58%
Total	300	100

Source: Personnel department records Horizon Contact Centre (2018)

3.3 Sample and Sampling Technique

The researcher used stratified sampling method to select out a pattern that represents the entire population. This method is preferred considering that all the target population had the same likelihood of being chosen. Stratified sampling technique ensures inclusion of small groups that otherwise could also be omitted entirely by other sampling methods. Stratified proportionate sampling technique was used to choose the sample (Mugenda , 2008). Stratified proportionate random sampling approach produces estimates of general population parameters with larger precision and ensures plenty of representative samples come from a relatively homogeneous population (Chandran, 2004). The study grouped the population into three stratas i.e. managers, middle level staff and low level staff. From every stratum the study used simple random sampling to pick a sample of 30% that is ninety respondents. Random sampling often times minimizes the sampling error in the population (Cooper & Scindler, 2003). This in turn will increase the precision of any estimation methods used. According to Mugenda and Mugenda (1999) a sample of 10% is considered representative.

Table 3.2: Sample size

Category	Frequency Ratio	Sample
Managers	10	40%
Middle Level Employees	34	34%
Lower Level Employees	46	26%
TOTAL	90	100

Source: Personnel department records Horizon Contact Centre (2018)

3.4 Data Collection Technique

The study used primary records which was accumulated the using of a structured questionnaire which was distributed to the respondents. An introductory letter explaining the reason of the study was used as a proof that the study is being done for academic purpose only. Proper records of all questionnaires distributed were kept for ease of follow up and also to ensure high response rate.

3.5 Pilot Test

A pilot test was carried out to check the validity and reliability of the research instrument.

3.5.1 Validity

Validity is the degree by which the sample of test items represents the content the test is intended to measure (Somekh & Lewin, 2005). Content validity that was utilized by this study may be a measure of the degree to which information collected using a specific tool represents a particular area or content of a specific idea. Experts' opinion became requested to talk about the representativeness and suitability of queries and affords hints of corrections to be made to the structure of the studies tools. To see the validity of the research instrument the student sought-after opinions of specialists within the field of study particularly the lecturers within the department of business administration. This helped to boost the content validity of the knowledge that was collected. It facilitated the required revision and change of the research tool thereby improving validity.

3.5.2 Reliability

Reliability is increased by together with several similar items on a measure, through trying out a various sample of people and by using uniform testing procedures. The student selected a pilot cluster of fifteen people from the target population to find the reliability of the research instruments. So as to examine the reliability of the instruments, inner consistency strategies was carried out using Cronbach's Alpha. The alpha value degrees among zero and one with reliability increasing with the increase in cost. Coefficient of 0.6-0.7 is an ordinarily accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda , 2008). The pilot knowledge wasn't included within the actual study.

3.6 Data Collection and Procedure

The information gathered was analysed using descriptive data (measures of critical tendency and measures of variations) and inferential records tools. As soon as the information is gathered, the questionnaires were altered for accuracy, consistency and completeness. The replies were then showcased into numerical type to facilitate applied mathematics analysis. Information was analysed using five points' scales questionnaires.

3.7 Ethical Consideration

In order to protect the respondents and the information given, the researcher instilled the following ethical issues. The researcher was guaranteed the confidentiality of information and assuring them that the information was solely used for purposes of research.

The researcher employed due respect especially when seeking audience from the staff, even when persuading them for the information. The researcher did not force or coerce the respondents to fill in the survey forms as this assisted the researcher in getting the information during the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The main objective of the research was to set up the factors affecting job satisfaction among workers at Horizon contact Centre. Qualitative information was analyzed via quantitative analysis. Graphs, pie charts and tables were used to offer the facts. The questionnaires were dropped and the respondents have been allowed to fill the questionnaires at their own time for the questionnaires were to be gathered on a later date. As soon as the respondents answered the questionnaire, information was then coded and analyzed using tables and graphs.

4.1 Presentation of the Research Finding

Table 4.1: Response Rate

	Respondents	Percentage
Questionnaires administered	90	100%
Questionnaires filled and returned	78	86%

The study targeted 90 respondents in collecting data with regard to factors affecting job satisfaction among employees at Horizon Contact Centre. From the study, 78 respondents out of the 90 sample respondents filled-in and returned the questionnaires creating a response rate of 86%. This reasonable response rate was achieved once the researcher made private calls and physical visits to remind the respondent to fill-in and return the questionnaires. Any response of 50 percent and above is adequate for analysis thus 86 is a good range of respondents (Cooper & Scindler, 2003).

4.1.1 Gender information

This is the information describing the characteristic of the respondents.

Table 4.2: Gender of the respondents

	Respondents	Percentage
Female	34	44%
Male	44	56%
Total	78	100%

Source: Questionnaire Responses (2018)

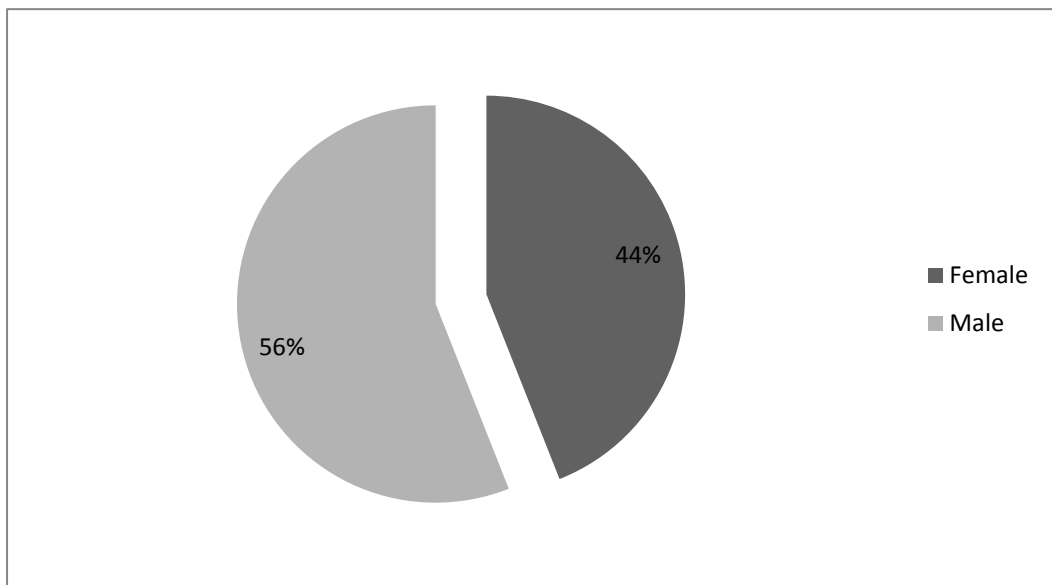


Figure 4.1: Gender of the respondents

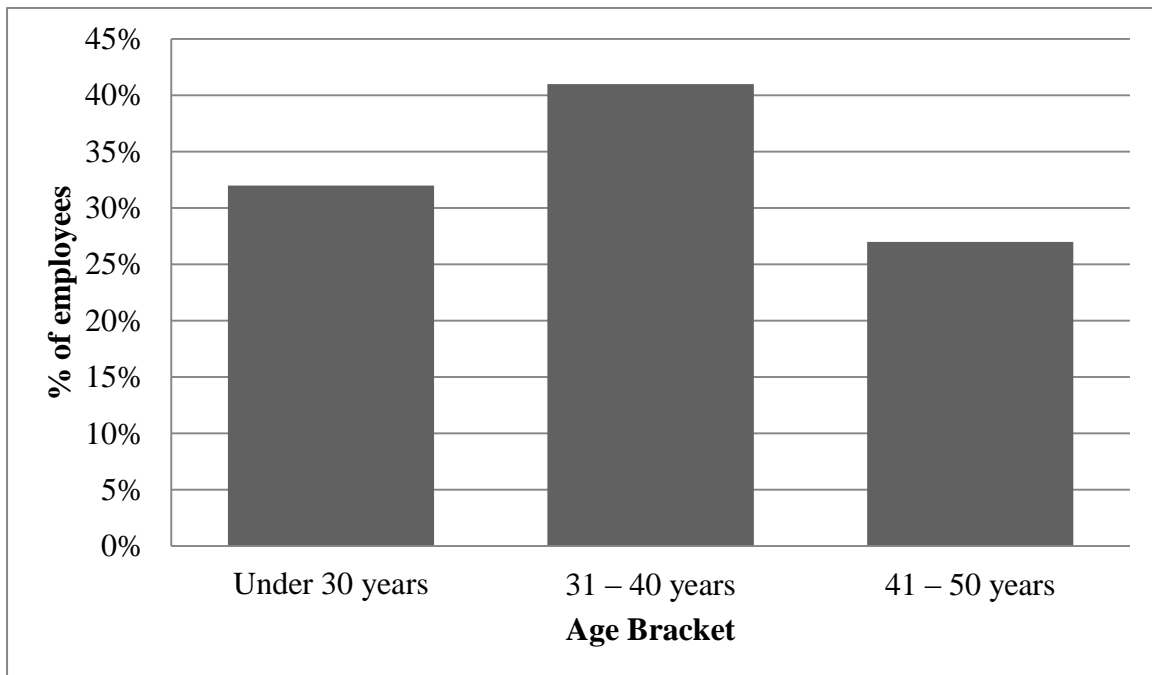
As per the findings illustrated in Figure 4.1, 44% of the respondents were female while 56% were male.

4.1.2 Age of the respondents

From the findings illustrated in Table 4.3, 32 percent of the respondents were under 30 years, 41 percent were aged below 31-40 years and 21 percent were aged 41-50 years.

Table 4.3: Age of the respondents

	Frequency	Percent
Under 30 years	25	32
31 – 40 years	32	41
41 – 50 years	21	27
Total	78	100



Source: Personnel department records Horizon Contact Centre (2018)

Figure 4.2: Age of the respondents

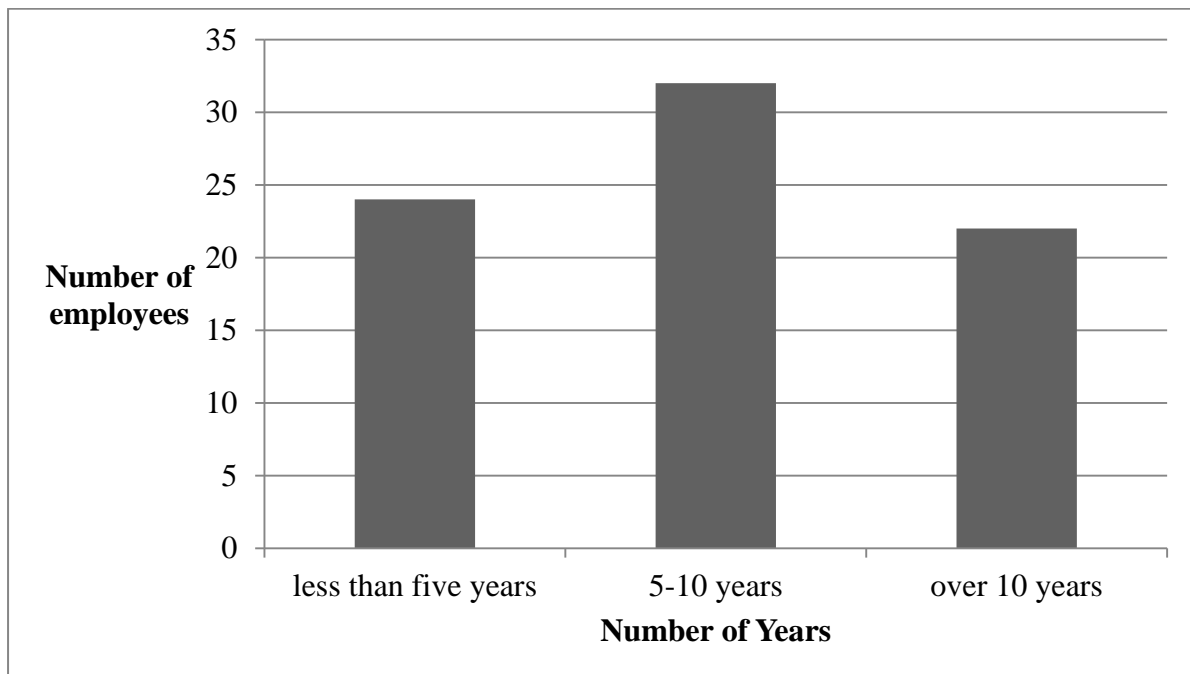
4.1.3 Length of continuous service with the organization

Table 4.4: Length of continuous service

	Respondents	Percentage
less than five years	24	31%
5-10 years	32	41%
over 10 years	22	28%

Source: Questionnaire Responses (2018)

It was observed that 31 percent of the respondents had worked in the company for less than five years, 28 percent had worked in the organization for over 10 years and 41 percent had worked in the organization for 5-10 years.



Source: Questionnaire Responses (2018)

Figure 4.3: Length of continuous service

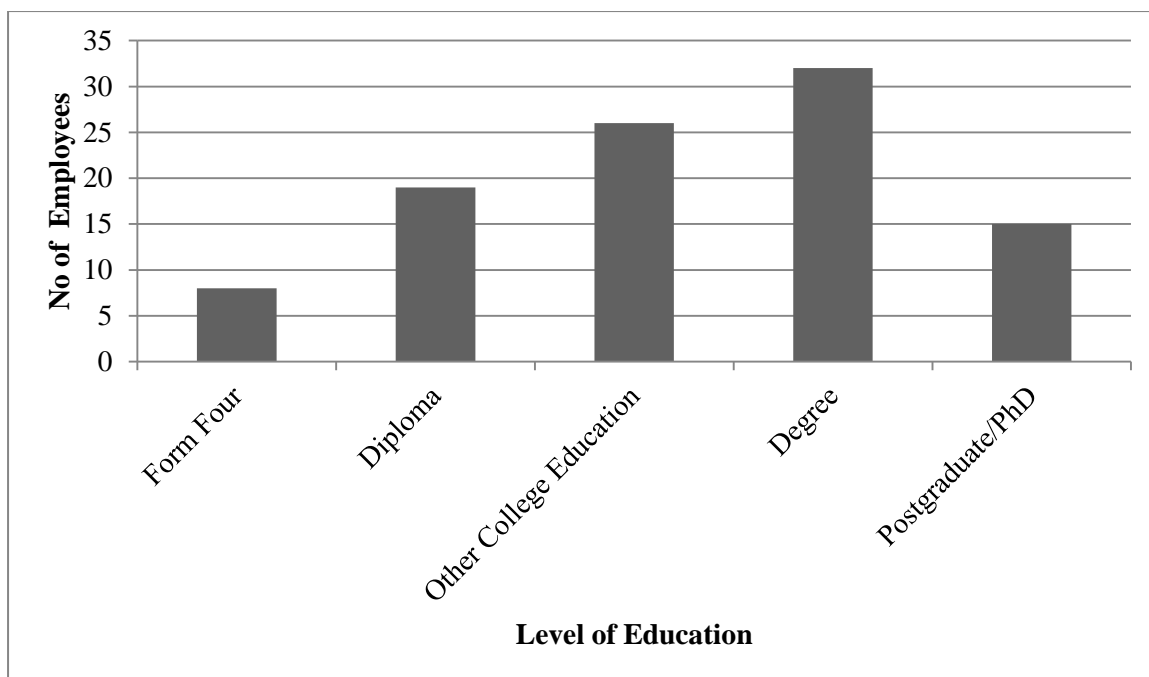
4.1.4 Highest level of education

	Frequency	Percent
Form Four	6	8
Diploma	15	19
Other College Education	20	26
Degree	25	32
Postgraduate/PhD	12	15
Total	78	100

Source: Questionnaire Responses (2018)

Table 4.5: Level of education

From table 4.5 above, 19 percent of the respondents had attained diploma, 26 percent of the respondents had attained other college education, 15 percent had attained a Postgraduate/PhD, 8 percent had attained a Form Four and 32 percent had attained a degree.



Source: Questionnaire Responses (2018)

Figure 4.4: Level of education

4.1.5 The position of the employee in the organization

Table 4.6: The position of the employee

	Respondents	Percentage
Support Staff	45	58
Supervisory Staff	20	26
Management Staff	13	16

Source: Questionnaire Responses (2018)

From the findings illustrated in table 4.6, 58 percent of the respondents were at support staffs, 26 percent were at supervisory staffs and 16 percent were management staffs.

4.1.6 Job Satisfaction

Job satisfaction is identified to be the point to which people like their work. Employee job satisfaction is important for providing higher worker commitment and loyalty and contains an analysis of various characteristics of the task. These characteristics are working conditions, empowerment, reward and recognition, teamwork, coaching and development.

4.1.7 How the respondents rated Horizon Contact Centre in measures of employees' job satisfaction

Table 4.7: Measurement of employees' job satisfaction

	Mean	Percentage
Employee turnover	3.2	68
Employees Feedback	3.0	64
Customer Feedback/quality of customer service	2.9	66
Performance appraisals	2.4	58

Source: Questionnaire Responses (2018)

Mean and Percentage was used to interpret the data. Far below expectation was represented by a mean of 1-1.4, fall short of expectation was represented by a mean of 1.5-2.4, met expectation was represented by a mean of 2.5-3.4, and surpassed expectation was represented by a mean of 3.5-4.0.

According to the findings in table 4.7, the respondents rated employee turnover, customer feedback/quality of customer service and employees feedback as having met expectation as shown by a mean of 3.2, 3.0 and 2.9 respectively. In addition, performance appraisal was rated as having fallen short of expectation as shown by a mean of 2.4.

4.1.8 Factors that affect the respondents' job satisfaction in the organization

Table 4.8: Factors affected the respondents' job satisfaction

	Mean	Percentage
Basic pay	3.2	64
Development opportunities	3.6	72
Working conditions	3.8	76
Empowerment	3.4	68

Source: Questionnaire Responses (2018)

Mean and percentage was used to interpret the data. Very low extent was represented by a mean of 1-1.4, low extent was represented by a mean of 1.5-2.4, moderate extent was represented by a mean of 2.5-3.4, high extent was represented by a mean of 3.5-4.5 and very high extent was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

From the findings illustrated in table 4.8, working conditions and development opportunities affected the respondents' job fulfilment in the company to a great extent as shown by a mean of 3.8 and 3.6. In addition, empowerment and basic pay affected the respondents' job satisfaction in the company to a moderate extent as shown by a mean of 3.4 and 3.2 respectively.

4.1.9 Basic Pay

According to the findings illustrated in figure 4.5, 68 percent of the respondents showed the representation of the respondents were satisfaction towards the amount of pay which the organization paid them while 32 percent of the respondents who are not fulfilled with the amount of pay which the organization paid them.

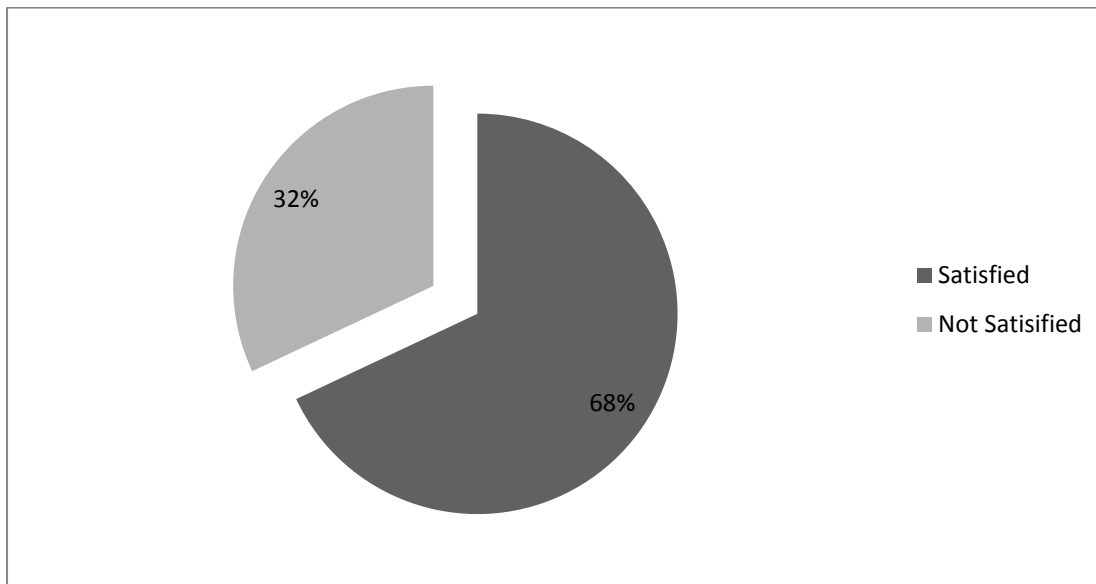


Figure 4.5: Basic Pay

Source: Questionnaire Responses (2018)

Table 4.9: Respondents' agreement level with statements which relate to job satisfaction

	Mean	Percentage
The significance of the work is a factor in my job satisfaction	3.9	74
My interest on the job affects my job satisfaction	3.5	70
The level of autonomy in the job influences my job satisfaction	3.0	60
Working conditions influence my job satisfaction	4.1	82
Relationship with co-workers and supervisors	3.5	70
Organizational policy and nature of job	4.7	94
Job promotion and performance	3.3	66
Organizational systems and processes	3.8	76

Source: Questionnaire Responses (2018)

Mean and percentage was used to understand the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.5 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

From the findings in table 4.9 above, the respondents strongly agreed that organizational policy as shown by a mean of 4.7. In addition, the respondents agreed that the significance of the work was a factor in their job satisfaction, relationship with co-workers and supervisors; interest on the job, working conditions and organizational systems and processes affected their job satisfaction as shown by a mean of 3.9, 3.5, 3.5, 4.1 and 3.8 respectively. The respondents were neutral that job promotion and performance and the level of autonomy in the job influences my job satisfaction and as shown by a mean of 3.3 and 3.0.

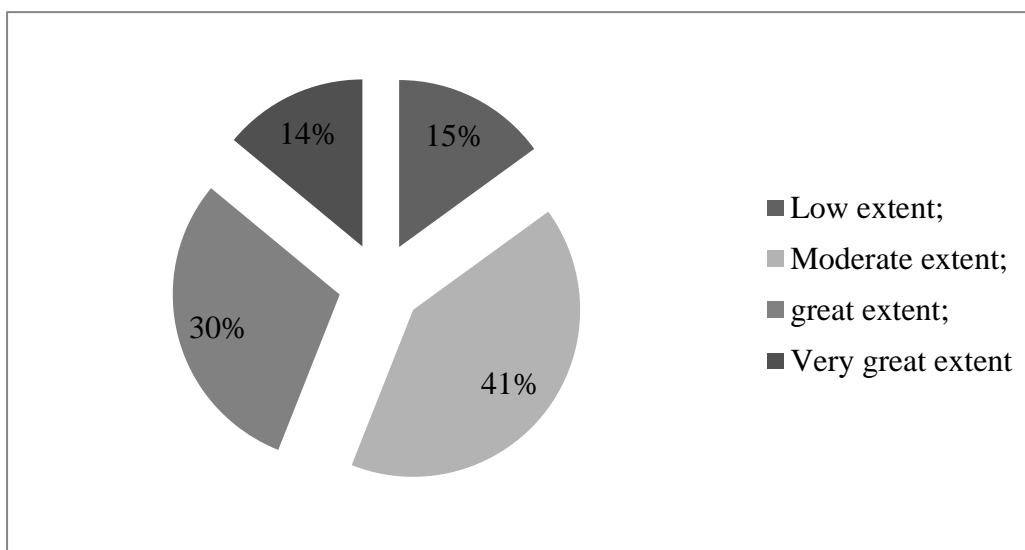
4.1.10 Employees Payment and Benefits Reward System

Table 4.10: Employees Payment and Benefits Reward System

	Frequency	Percent
Low extent;	12	15
Moderate extent;	32	41
great extent;	23	30
Very great extent	11	14
Total	78	100

Source: Questionnaire Responses (2018)

Respondents' agreement that staff needs pay and benefits reward system that they understand as simply, unambiguous, fair and in line with their expectations. From the findings in table 4.10 above, 41 % of the respondents in agreement to a moderate extent that workers need pay and benefits reward system that they understand as just, unambiguous, fair and in line with their expectations, 14 % in agreement to a very great extent that workers need pay and advantages reward system that they understand as just, unambiguous, truthful and in line with their expectations, 30 % in agreement to a great extent that workers need pay and advantages reward system that they understand as simply, unambiguous, truthful and in line with their expectations and 15 % agreed to low extent that workers need pay and benefits reward system that they understand as simply, definite, fair and in line with their expectations.

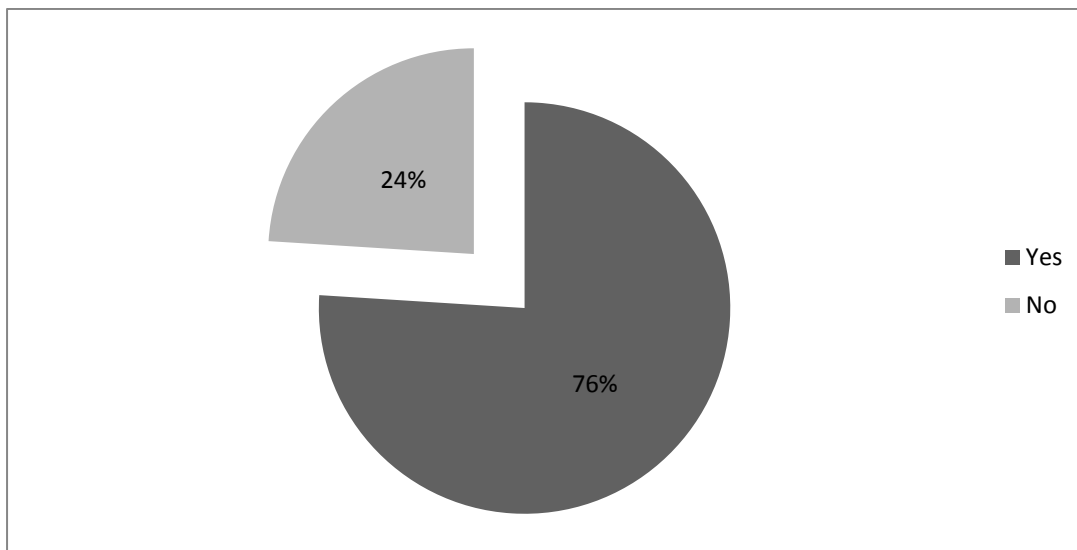


Source: Questionnaire Responses (2018)

Figure 4.6: Employees Payment and Benefits Reward System

4.1.11 An Incentive Wage System

From the findings illustrated in figure 4.7, 76 percent of the respondents indicated that the organization had an incentive wage system as a way of stimulating employees to higher overall performance, commitment, and finally satisfaction while 24 percent indicated that the organization did not have an incentive wage systems as a way of stimulating employees to higher overall performance, commitment, and subsequently satisfaction.



Source: Questionnaire Responses (2018)

Figure 4.7: An incentive wage system

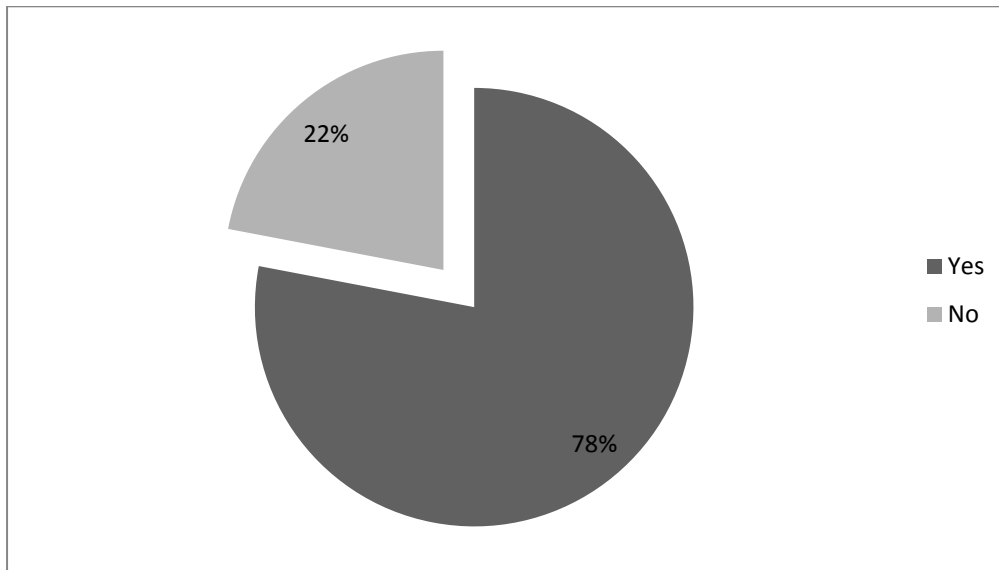
Table 4.11: The influence of pay system on the job satisfaction

	Mean	Position
In figuring out compensation levels companies have to be conscious of the prevailing market rates to make sure fairness and equity in compensation	3.9	1
A poorly designed pay system can bring about issues in different areas such as turnover and low morale	3.8	2
When people are paid well they may be able to meet their everyday desires, pay attention at their office work and attain their obligations	3.8	3

Money has the power to attract, retain, and motivate individuals towards higher performance.	3.6	4
Incentive plans that are oriented toward individual employees may cause increased competition for the rewards and a few likely disruptive behaviour inclusive of sabotaging a co-employee's performance, sacrificing quality for amount, or fighting over clients	3.6	5
Workers regularly make equity judgments based on comparisons with others who can be co-workers, or based on other similarities, including organizational status	3.5	6
Salaries not only assist people to achieve their basic needs, however are also instrumental in satisfying the higher level needs of people	3.4	7

In table 4.11 above, the respondents in agreement that deciding compensation levels organization should be attentive to the prevailing market rates to make sure fairness and equity in compensation affected job satisfaction as shown by a mean of 3.9. additionally, a poorly designed pay system may result in issues in different areas similar to turnover and low morale and when individuals are paid well they're able to acquire their daily needs, productive at work and attain their tasks are shown by a mean of 3.8. Moreover, money has the ability to attract, retain, and encourage people towards higher performance and incentive plans that are orientated toward individual workers may cause increased competition for the rewards and a few possibly disruptive behaviour such as sabotaging a co-worker's performance, sacrificing quality for quantity, or fighting over customers as shown by a mean of 3.6. Salaries not only assist individuals to attain their basic desires, however are instrumental in satisfying the higher level wants of individuals as shown by a mean of 3.4.

4.1.12 Training Programs



Source: Questionnaire Responses (2018)

Figure 4.8: Frequently trained employees

According to the findings illustrated in figure 4.8, 78 percent of the respondents indicated that the organization frequently trained its employees to widen their knowledge and abilities while 22 percent indicated that the organization did not frequently trained its employees to widen their knowledge and abilities.

Table 4.12: Training program

	Frequency	Percent
Strongly disagree	24	31
Moderate agree;	28	36
Agree	26	33
Total	78	100

Source: Questionnaire Responses (2018)

From the findings in table 4.9 above, 33 percent of the respondents agreed that the reason of career development is to; enhance every worker’s current job overall performance, enable people to take gain of future task opportunities and fulfill companies’ goals for a dynamic, 36 percent moderately agreed and 31 percent strongly disagreed.

Table 4.13: Opportunities being offered to the employees by the organization

	Mean
Training will improve the employees' confidence and motivation;	4.2
Training provide recognition, enhanced responsibility and the possibility of increased pay and promotion	4.2
Employee development would lead to lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste	4.0
Training broadens opportunities for career progression and help to improve the availability and quality of staff	3.9
Training and education may also help the organization to develop a learning environment, which may enhance a better organizational culture	3.9
Training of employees leads to a low turnover that comes as result of improved security in the workplace	3.8
Training of workforce provides various benefits to organizations such as fewer production errors, increased productivity, decreased turnover and improved safety	3.8
When workers receive self-development training, the level of their job satisfaction is higher than those without such training	3.7
Career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives	3.7
Training helps improve change management by increasing the understanding and involvement of employees in change management process	3.7

From the findings in table 4.13 above, training improved the employees' confidence and motivation and training offer recognition, increased responsibility and also the chance of increased pay and promotion to a good extent as shown by a mean of 4.2. additionally, worker development would cause lowering cost of production through higher and economical use of material and equipment thereby lowering and keeping off waste, training broadens opportunities for career progression and facilitate to enhance the availability and quality of

workers, training and education may facilitate the organization to develop a learning environment, which can enhance an improved organizational culture, coaching of employees leads to a low turnover that comes as results of improved security within the workplace and training of workforce provides various advantages to organizations just like fewer production errors, increased productivity, reduced turnover and improved safety to a good extent as shown by a mean of 4.0, 3.9 and 3.8 respectively.

Employee development is thus a key part for improved organizational performance; it increases the extent of individual and organizational competences. It facilitates to reconcile the gap among what should show up and what's occurring between desired goals or standards and actual degrees of labor performance. although many employers still have reservations regarding the value and extent of tangible business returns from coaching, the development of skills has been referred to as a key consider sharpening competitiveness. Training helped enhance change management by growing the knowledge and involvement of workers in change management process to a good extent as shown by a mean of 3.7.

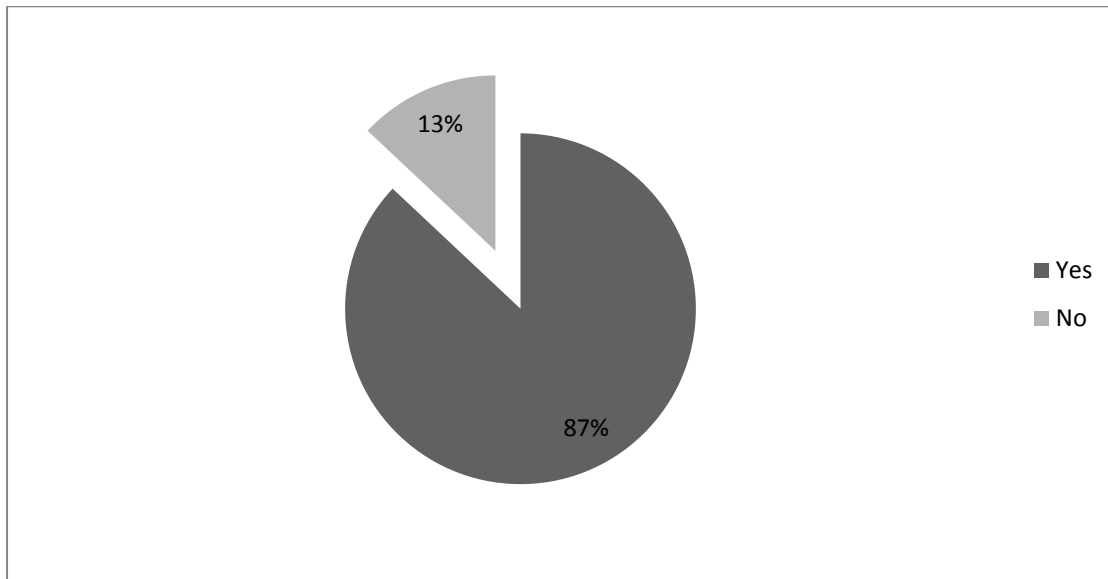
Table 4.14: Extent that the factors affected job satisfaction

	Mean	Percentage
Career progression	4.1	82
Training opportunities	3.8	76
Induction and orientation	3.7	74
Training policy	3.5	70

Source: Questionnaire Responses (2018)

According to the findings illustrated in table 4.14, career progression and training opportunities affected job satisfaction to a good extent as shown by a mean of 4.1 and 3.8 respectively. Training enables enhance change management through growing the know-how and involvement of employees in change management process. employee development is therefore a key component for improved organizational performance; it increases the extent of individual and organizational competences. Additionally, induction and orientation and training policy affected job satisfaction to a good extent as shown by a mean of 3.7 and 3.5.

4.1.13 Working Conditions



Source: Questionnaire Responses (2018)

Figure 4.9: Working conditions affecting the employee’s satisfaction

From the findings illustrated in figure 4.10, 87 percent of the respondents indicated that working conditions in affected the employee’s satisfaction with the job while 13 percent indicated that working conditions in Horizon Contact Centre did not affect the employee’s satisfaction with the job.

Table 4.15: Employees emotion exhaustion

	Frequency	Percent
Strongly disagree	23	29
Disagree	6	8
Moderate agree	26	33
Agree	17	22
Strongly agree	6	8
Total	78	100

Source: Questionnaire Responses (2018)

From the findings in table 4.15 above, 33 percent of the respondents moderately agreed that employees experience emotional exhaustion, 29 percent strongly disagreed, 22 percent agreed, 8 percent strongly agreed and disagreed.

Table 4.16: Working conditions that affect the employees’ job satisfaction

	Mean
Management of the organization should provide ergonomically designed workspaces that enhance employees' health and well-being, and supports employees' job tasks by being adaptable to the changing work process through flexible, moveable and adjustable workspaces	4.3
Well-designed work environment also increases communication and collaboration among employees and departments.	4.2
Working condition has a significant effect on employee satisfaction while at the same time being influenced by the quality of the physical environment in which they fulfil in their work	4.1
Teamwork can be a source of employee autonomy, significance, bonding with team members and satisfaction	4.1
Effective teamwork can motivate employees and improve employee performance and self-efficacy.	4.0
Ergonomic design of office workplaces increases the organization performance	3.9
In the organization, there is satisfactory work space, appropriate lighting, noise, thermal environment, usability-related issues and office equipment	3.8

Source: Questionnaire Responses (2018)

According to the findings illustrated in table 4.16, the respondents agreed that management of the organization ought to offer ergonomically designed workspaces that enhance workers' health and well-being, and helps employees' job tasks by being adjustable to the changing work process through flexible, transportable and adjustable workspaces as shown by a mean of 4.3.

In addition, the respondents agreed that well-designed work surroundings also will increase communication and collaboration among staff and departments as shown by 4.2. The respondents additionally agreed working condition contains a vital impact on worker satisfaction whereas at a similar time being influenced by the quality of the physical environment within which they fulfil in their work and teamwork may be a source of worker autonomy, significance, bonding with team members and satisfaction as shown by a mean of 4.1.

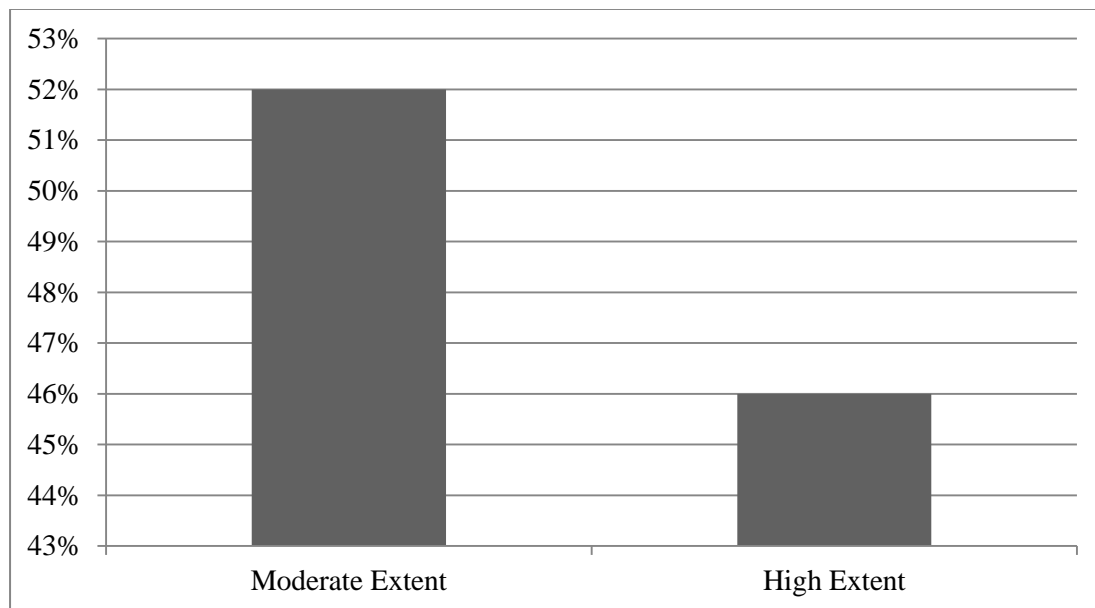
4.1.14 Empowerment

Table 4.17: Employee empowerment and involvement in management and decision making

	Frequency	Percent
Yes	78	100

Source: Questionnaire Responses (2018)

The findings in table 4.17 above, all (100 percent) of the respondents indicated that HCC empowered its employees and involved them in management and decision making.



Source: Questionnaire Responses (2018)

Figure 4.10: Level of Employee Empowerment

According to the findings illustrated in figure 10, 53.4 percent of the respondents agreed to a moderate extent that in order to generate customer satisfaction, a high level of empowerment that must be initiated by the top management and 46.6 percent of the respondents agreed to high extent that in order to generate customer satisfaction, a high level of empowerment that must be initiated by the top management.

Table 4.18: Factors that affected employee job satisfaction

	Mean
Job satisfaction is determined by a combination of jobs, work and personal characteristics and rotating managers to different jobs adds the benefit of task variety, resulting in increased performance of employees	4.3
Job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill	4.1
Without clear support and contribution of the employees, a successful management implementation may not be accomplished	4.0
Empowerment provides an opportunity for employees to apply new skills, which is likely to reinforce the values of personal development	3.9
Employees' understanding of the goals, values and politics of their companies are positively and significantly related to job satisfaction and therefore managers should consider employees in decision-making processes	3.9
The management of the organization creates values for employees to do their job independently without constant intervention	3.9
Employee empowerment in the organization helps to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process	3.7
Most employee involvement systems without empowerment fail regardless of whether the organization uses suggestion systems, brainstorming sessions and regular meetings or not	3.6

Source: Questionnaire Responses (2018)

According to the findings in table 4.18, the respondents agreed to a good extent that job satisfaction was determined by way of a combination of jobs, work and personal characteristics and rotating managers to special jobs provides the advantage of task selection, resulting in increased performance of workers, job designs that offer for high levels of worker control also offer increased opportunities for the development and without clear support and

contribution of the staff, a successful management implementation might not be accomplished as shown by a mean of 4.2, 4.1 and 4.0 respectively.

The respondents in agreement to a good extent that empowerment provides a chance for workers to use new skills, that is probably going to reinforce the values of personal development, workers' know-how of the desires, values and politics of their firms are positively and significantly related to job satisfaction and so managers ought to think about workers in decision-making processes and therefore the management of the organization creates values for workers to try and do their job severally without constant intervention and it is shown through a mean of 3.9.

The respondents in agreement to employee empowerment within the company enables to increase individual and organizational performance and to help employees attain their goals through authorizing employees to take part in the decision-making procedure and most employee involvement systems without empowerment fail regardless of whether or not or not the company makes use of suggestion systems, brainstorming sessions and everyday meetings or not as shown by a mean of 3.7 and 3.6.

4.2 Limitations of the study

In the study, the researcher experienced some challenges while undertaking the study;

4.2.1 Questionnaires

During the study the researcher targeted a sample group of three hundred (300) respondents as representation of the overall target group therefore, ninety (90) questionnaires were administered but only seventy eight(78) were returned therefore hence therefore limiting the variety information that was anticipated.

4.2.2 Confidentiality

Employees weren't able to provide information that was concerning their personal lives like age and their level of education background therefore the data might not be collected as expected. To overcome the challenges, the researcher had to persuade the respondents on the confidentiality of the information that was acquired.

4.2.3 Availability of Respondents

The organization has restricted number of staff whereby employees' are quite busy and the management too are involved in busy schedules that involves meeting and outdoor consumer conferences.

4.3 Chapter summary

The chapter focused on analysing information results presentation and discussion of findings. The representations of the various variables were looked into throughout the study undertaking and therefore the alternative major factors contributing to the study i.e. the benefits of the job satisfaction, the degree of experience and level of education to be able to get reliable data from the respondents to the research. The overall view of respondents was that the job satisfaction was an important tool in Horizon Contact Centre.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter gives the summary of the findings from chapter four, and it additionally gives the conclusions and guidelines of the study primarily based on the objectives of the study. The objectives of this research were to establish the factors affecting job satisfaction among employees at Horizon Contact Centre.

5.1 Summary of the Findings

The study intended to establish the factors affecting job satisfaction among employees at Horizon Contact Centre. It aimed at establishing the effect of basic pay, training programs, working conditions and empowerment on employees' job satisfaction.

The study found that employee turnover, customer feedback/quality of customer service and employees' feedback had met expectation of the employees at Horizon Contact Centre. Performance appraisal had fallen short of expectation of the employees at Horizon Contact Centre. In addition, working conditions and empowerment affected employees' job satisfaction at Horizon Contact Centre to a great extent. Development opportunities and basic pay employees' impacted job satisfaction at Horizon Contact Centre to a moderate extent. Organizational policy and nature of job affected job satisfaction of employees. The significance of the work was a factor in employees' job satisfaction. Relationship with co-workers and supervisors, interest on the job and working conditions affected employees' job satisfaction. Organizational systems and processes also affected employees' job satisfaction.

5.1.1 Basic Pay

The study sought to determine the effect of basic pay on employees' job satisfaction at Horizon Contact Centre. The study revealed that employees at Horizon Contact Centre were satisfied with the amount of pay which the organization paid them. Workers need pay and benefits reward system that they perceived as simply, unambiguous, fair and in line with their expectations. The organization had an incentive wage systems as a way of stimulating employees to higher performance, commitment, and eventually satisfaction. Incentive plans that are oriented toward individual workers caused increased competition for the rewards and

some probably disruptive behaviour like sabotaging a co-worker's overall performance, sacrificing nice for quantity, or fighting over clients affected job satisfaction. Additionally, once individuals were paid well they were capable of meet their everyday wishes, concentrate at their workplaces and achieve their tasks and money has the ability to attract, retain, and encourage people towards higher performance. employees typically create equity judgments based on comparisons with others who may be co-workers, or supported other similarities, such as organizational status and in determining compensation levels organizations should be aware of the prevailing market rates to make sure fairness and equity in compensation. Salaries didn't solely assist individuals to achieve their basic needs, however were also instrumental in satisfying the higher level needs of individuals and a poorly designed pay system may end up in issues in different areas like turnover and low morale.

5.1.2 Training Programs

The study sought to evaluate the effect of access to training programs on employees' job satisfaction at Horizon Contact Centre. The study found that the organization frequently trained its employees to widen their knowledge and abilities. The reason of career improvement is to; enhance every worker's current job performance, allow people to take benefit of future job opportunities and fulfill companies' goals for a dynamic. Training improved the employees' confidence and motivation to a great extent.

In addition, training broadened opportunities for career development and helped to enhance the availability and satisfactory of employees and training provided recognition, enhanced responsibility, the possibility of increased pay and promotion, training of employees led to a low turnover that came as result of improved security in the workplace and employee development led to lowering price of production through higher and affordable use of material and gadget thereby lowering and keeping off waste to a great extent. coaching of personnel provided numerous advantages to organizations such as fewer production errors, multiplied productivity, reduced turnover and improved safety and coaching and education helped the company to enhance a learning surroundings, which can enhance a better organizational culture, once employees received self-development coaching, the level of their job satisfaction was on top of those without such coaching and career development was an organized approach used to attain employee goals with the business desires of the agency workforce development initiatives to a good extent. Training helped improve change management through increasing the knowledge and involvement of employees in change

management procedure to a great extent. Training opportunities and career progression affected job satisfaction to a great extent. Induction and orientation and training policy affected job satisfaction to a great extent.

5.1.3 Working Conditions

The study sought to establish the effect of working conditions on employees' job satisfaction at Horizon Contact Centre. The study found that working conditions in HCC affected the employee's satisfaction with the job. Employees experience emotional exhaustion. Well-designed work environment also will increase communication and collaboration amongst employees and departments and management of the company ought to offer ergonomically designed workspaces that enhance workers' health and well-being, and helps employees' job tasks by being flexible to the dynamic work process through flexible, moveable and adjustable workspaces. Additionally, effective cooperation can inspire workers and improve employee performance and self-efficacy. Working condition has a vital effect on worker satisfaction whereas at the same nowadays inspired by the satisfactory of the physical surroundings in which they fulfil of their work. Teamwork can be a supply of worker autonomy, significance, bonding with team members and satisfaction and ergonomic design of workplace workplaces will increase the organization performance. In the organization, there's quality work space, appropriate lighting, noise, thermal surroundings, usability-related issues and workplace gadget.

5.1.4 Empowerment

The study sought to determine the impact of empowerment on employees' job satisfaction at Horizon Contact Centre. The study established that HCC empowered its staff and involved them in management and decision making. In order to get customer satisfaction, a high level of empowerment should be initiated by the top management. Job satisfaction was determined by a combination of jobs. Work and personal characteristics and rotating managers to completely different jobs adds the benefit of task selection, leading to increased performance of staff. Job designs that offer for high levels of worker control also offer increased opportunities for the development and exercise of skill and without clear support and contribution of the workers. A successful management implementation may not be accomplished. Empowerment provides a chance for workers to use new skills, which are probably going to strengthen the values of personal development. Employees' understanding

of the goals, values and politics of their companies are absolutely and significantly related to job satisfaction and therefore managers ought to consider staff in decision-making processes. The management of the organization creates values for workers to try and do their jobs severally while not constant intervention. Most worker involvement systems while not direction fail regardless of whether or not the organization used suggestion systems, brainstorming sessions and regular meetings or not. Worker empowerment in the organization helped to develop individual and organizational performance and to assist staff achieve their goals by authorizing staff to participate in the decision-making process.

5.2 Conclusion

The study concludes that employee turnover; customer feedback/quality of customer service and employees' feedback had met expectation of the employees at Horizon Contact Centre. Working conditions, empowerment, development opportunities and basic pay employees impacted job satisfaction at Horizon Contact Centre. Organizational policy and nature of job affected job satisfaction of employees. Employee job satisfaction is important for providing higher worker commitment and loyalty and contains an analysis of various characteristics of the job. These characteristics are working conditions, empowerment, reward and recognition, teamwork and coaching and development. Empowerment involves making values for workers to try and do their job independently without consistent intervention of management (Ampofo-Boateng, Merican, Jamil, & Wiegand, 1997).

The study concludes that employees at Horizon Contact Centre were satisfied with the amount of pay which the organization paid them. Employees wanted pay and benefits reward system that they perceived as transparent, unambiguous, fair and consistent with their desires. The organization used incentive wage systems as the way of stimulating staff to higher performance, commitment, and eventually satisfaction. Salaries not exclusively assist people to attain their basic needs, but also are instrumental in satisfying the higher level needs of people. For most people, the most important reward for work is the pay they receive (Luthans, 1998).

The study concludes that the organization frequently trained its employees to widen their knowledge and abilities. The purpose of career development is to; enhance every employee's current job performance, enable people to benefit from future job opportunities and fulfill agencies' goals for a dynamic. Training improved the employees' confidence and motivation

to a great extent. The benefits of employee development to an organization include: increasing the employees' morale since training will improve the employees' confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste (Cole, 2005). Similarly, he discovered that training of workers results in a low turnover that comes as a result of advanced security within the workplace.

The study concludes that training broadens opportunities for career progression and helps to boost the provision and quality of employees. Training of staff provided diverse advantages to companies: fewer production errors, increased productivity, reduced turnover and improved safety. Training and education helped the company to increase a learning environment, which can enhance a better organizational culture. Self-development training inflated job satisfaction. Coaching helped to boost amendment management by increasing the understanding and involvement of staff in change management process to a good extent. Training opportunities, career progression, induction and orientation and training policy affected job satisfaction. Training facilitates change management by increasing the know-how and involvement of employees in change management procedure. Employee development is thus a key detail for advanced organizational performance; it increases the extent of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Cole, 2005).

The study concludes that working conditions in HCC affected the employee's satisfaction with the job. Employees experience emotional exhaustion. Effective teamwork can inspire workers and improve worker performance and self-efficacy. Working condition has a vital impact on worker satisfaction whereas at a similar time being influenced by the standard of the physical environment wherein they fulfil their work. Teamwork is often a source of worker autonomy, significance, bonding with team members and satisfaction and ergonomic style of office workplaces increases the organization performance. Management of the organization ought to offer ergonomically designed workspaces that enhance workers' health and well-being. Well-designed work environment also increases communication and collaboration among employees and departments (Sousa-Poza, 2000).

The study concludes that HCC empowered its employees and involved them in management and decision making. Work and personal characteristics and rotating managers to totally

different jobs adds the benefit of task selection, leading to enhanced performance of workers. A successful management implementation might not be accomplished. Empowerment provides a chance for workers to use new skills that are probably going to reinforce the values of personal development. Worker empowerment within the organization helped to increase the individual's and organizational overall performance and to help employees obtain their goals with the aid of authorizing workers to take part in the decision-making method. Clear policies and procedures play an important role in helping employees to understand organizational goals; in contrast ambiguity can be a great source of dissatisfaction and frustration (Abu, 2009).

5.3 Recommendations

The study recommends the management of the Horizon Contact Centre to ensure that employee turnover, customer feedback/quality of customer service, employees' feedback and Performance appraisal meets the expectation of the employees at Horizon Contact Centre. They need to enhance the working environment of the workers. The management need to come up with ways of empowering the employees so as to enhance their job satisfaction. Organizational policy should be improved to suit the staffs. Good relationship with co-workers and supervisors need to be encouraged. Organizational systems and processes need to be developed and improved in consideration of the employees.

The study recommends the management of the Horizon Contact Centre to come up with pay and benefits reward system is just, unambiguous, truthful and consistent with their expectations. Incentive salary systems are wished to be installed area as a way of stimulating employees to enhance their performance, dedication, and at the long run satisfaction.

The study recommends the management of the Horizon Contact Centre to frequently train its employees to widen their knowledge and abilities. This will help to reduce employee turnover that comes as result of improved security in the workplace. A training policy should be put in place.

The study recommends the management of the Horizon Contact Centre to improve working conditions of employee. Communication and collaboration among employees should be encouraged among employees. Departments and management of the organization ought to give ergonomically designed workspaces that enhance employees' health and well-being, and supports employees' job tasks by being adaptable to the changing work process through

flexible, moveable and adjustable workspaces. Effective teamwork ought to be encouraged. There must be satisfactory work area, appropriate lighting, noise, thermal environment, usability-related problems and workplace equipment.

The study recommends the management of the Horizon Contact Centre to empower its employees and involve them in management and decision making. A high level of empowerment needs to be initiated by the top management. This will assist to develop individual and organizational overall performance and to assist workers gain their desires through authorizing employees to participate in the decision-making procedure.

5.4 Suggestions for Further Research

A comparable study may be done in different organizations to discover whether or not the same outcomes may be obtained in order to allow for generalization of results on the general factors affecting job satisfaction among employees in the Kenya telecommunication companies. The study focused on job satisfaction among employees at Horizon Contact Centre thus the same study ought to be accomplished in different industries including the banking or insurance to for comparison functions. In addition the research ought to be carried out on the effect of job satisfaction on worker' motivation and performance in the telecommunication companies in Kenya.

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APPENDIX 1: LETTER OF INTRODUCTION

Dear Sir/Madam;

Re: RESEARCH DATA

I am completing my undergraduate at the Management University of Africa (MUA) pursuing a degree in Bachelors in Management and Leadership. It is a prerequisite to conduct research on a topic of my choice that is to contribute positively to the body of knowledge and the telecommunication company. My topic of choice was the factors affecting job satisfaction among employees in telecommunication companies in Kenya. In this case, I seek assistance from you in completing this questionnaire.

Kindly note any information specified will be treated with discretion and at no instance will it be used for any other purpose other than for this research.

Thank you for taking your time to offer assistance. Kindly do not hesitate to contact me if you any questions.

Regards;

Kathure Bilha Mwebia

b) 5-10 years ()

c) Over 10 years ()

4. What is your highest level of education?

a) Form Four () b) A level or Equivalent ()

c) Diploma () d) Other College Education ()

e) Degree () f) Postgraduate/PhD ()

5. Which category best describes your position in the organization:

Support Staff () Supervisory Staff ()

Management Staff () Other (Please State) _____ ()

PART B: JOB SATISFACTION

1. According to your opinion, how would you rate Horizon Contact Centre in the following measures of employees' satisfaction with their job?

	Far below expectation	Fall short of expectation	Met expectation	Surpassed expectation
Employee turnover				
Employees Feedback				
Customer Feedback/quality of customer service				
Performance appraisals				

2. The following are factors which affects job satisfaction in your organization. To what extent does each impact your level of job satisfaction?

1 –Very low extent; 2 –Low extent; 3 –Moderate extent; 4 –High extent; 5 –Very high extent

	1	2	3	4	5
Basic pay					
Development opportunities					
Working conditions					
Empowerment					

4. To what extent do you agree with the following regarding the influence of pay system on your job satisfaction?

1 –Strongly disagree; 2 –Disagree; 3 –Moderate agree; 4 –Agree; 5 –Strongly agree

	1	2	3	4	5
Salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people					
A poorly designed pay system can result in problems in other areas such as turnover and low morale					
In determining compensation levels organizations must be conscious of the prevailing market rates to ensure fairness and equity in compensation					
When people are paid well they are able to meet their daily needs, concentrate at their places of work and accomplish their tasks					
Money has the power to attract, retain, and motivate individuals towards higher performance.					
Employees often make equity judgments based on comparisons with others who may be co-workers, or based on other similarities, such as organizational status					
Incentive plans that are oriented toward individual employees may cause increased competition for the rewards and some possibly disruptive behaviour such as sabotaging a co-worker's performance, sacrificing quality for quantity, or fighting over customers					

PART D: TRAINING PROGRAMS

1. Does the organization frequently train its employees to widen their knowledge and abilities?

Yes () No ()

2. To what extent do you agree with the following statement “the purpose of career development is to; enhance each employee’s current job performance, enable individuals to take advantage of future job opportunities and fulfil agencies’ goals for a dynamic and effective workforce”

Strongly disagree () Disagree ()
 Moderately agree () Agree ()

Strongly disagree ()

3. To what extent do you agree with the following statements regarding development opportunities being offered to the employees by the organization?

4. 1 –Strongly disagree; 2 –Disagree; 3 –Moderate agree; 4 –Agree; 5 –Strongly agree

	1	2	3	4	5
When workers receive self-development training, the level of their job satisfaction is higher than those without such training					
Career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives					
Training will improve the employees' confidence and motivation;					
Employee development would lead to lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste					
Training of employees leads to a low turnover that comes as result of improved security in the workplace					
Training helps improve change management by increasing the understanding and involvement of employees in change management process					
Training of workforce provides various benefits to organizations such as fewer production errors, increased productivity, decreased turnover and improved safety					
Training and education may also help the organization to develop a learning environment, which may enhance a better organizational culture					
Training provide recognition, enhanced responsibility and the possibility of increased pay and promotion					
Training broadens opportunities for career progression and help to improve the availability and quality of staff					

To what extent do the following affect your satisfaction?

Well-designed work environment also increases communication and collaboration among employees and departments.					
In the organization, there is satisfactory work space, appropriate lighting, noise, thermal environment, usability-related issues and office equipment					
Ergonomic design of office workplaces increases the organization performance					

PART F: EMPOWERMENT

1. Does Horizon Contact Centre empower its employees and involve them in management and decision making?

Yes () No ()

2. To what extent do you agree that in order to generate customer satisfaction, a high level of empowerment that must be initiated by the top management

Very low extent () Low extent ()
 Moderately extent () High extent () Very high extent ()

3. To what extent do the following factors affect employee job satisfaction in Horizon Contact Centre?

1 –Very low extent; 2 Low extent; 3 –Moderate extent; 4 –High extent; 5 –Very high extent

	1	2	3	4	5
Most employee involvement systems without empowerment fail regardless of whether the organization uses suggestion systems, brainstorming sessions and regular meetings or not					
Employees' understanding of the goals, values and politics of their companies are positively and significantly related to job satisfaction and therefore managers should consider employees in decision-making processes					
The management of the organization creates values for employees to do their job independently without constant intervention					
Employee empowerment in the organization helps to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process					
Empowerment provides an opportunity for employees to apply new					

skills, which is likely to reinforce the values of personal development					
Without clear support and contribution of the employees, a successful management implementation may not be accomplished					
Job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill					
Job satisfaction is determined by a combination of jobs, work and personal characteristics and rotating managers to different jobs adds the benefit of task variety, resulting in increased performance of employees					

Thank you