

**EFFECT OF SELECTED MOTIVATIONAL FACTORS ON THE JOB
SATISFACTION OF CIVIL SERVANTS WITHIN GOVERNMENT
DEVOLVED FUNCTIONS IN NAKURU COUNTY**

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Requirements for the Award of the Degree of Masters in Human Resource
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DECLARATION AND RECOMMENDATION

I declare this research project as my original work and to the best of my knowledge has not been presented for examination or has never been submitted for the award of any degree or diploma in any University or institution.

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RECOMMENDATION

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DEDICATION

I dedicate this work to my wife Rebecca Kerubo and children for their support and help throughout the period of this research.

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This research project will not have been possible without God's protection and guidance. I also wish to thank several people who have assisted me in various ways to complete it. I acknowledge the efforts of my supervisors Mr. Simon Kipchumba and Dr. Daniel Auka, for guiding me throughout the entire process of this research project. I also thank the Dean of the Faculty of Commerce and the COD of the Department of Business Administration for their wise guidance and mentorship. May God bless you for your support, dedication and wise counsel. I also acknowledge the inspiration from my classmates who continuously encouraged me during the challenging process of coming up with this document.

ABSTRACT

Employees' job satisfaction is an old concept in industrial relations and is influenced by a number of factors. The Constitution of Kenya 2010 devolved some of the government functions to the County Governments. Employees working in the following devolved functions; Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads among others were deployed to the County Government. The deployment to the counties had adverse effects among employees as exemplified by strikes of the employees of the Ministry of Health. The main objective of this study was to assess the effect of selected job motivational factors on civil servants' job satisfaction within government devolved functions in Nakuru County. The target population was 1912 employees working in the devolved functions. The sample size of the study was 320 systematically picked across the devolved functions. The study used a close ended questionnaire as the main data collection tool. Both Pearson's correlation and regression analyses were used to establish whether the selected motivational factors were related to the existing level of employees' job satisfaction. The study established that procedural justice significantly affected employees' job satisfaction rejecting the null hypothesis that there is no significant relationship between procedural justice and job satisfaction of the employees working in the devolved functions. Further, employees working in the devolved functions were not affectively, cognitively and behaviorally satisfied with their jobs. Affectively, employees lacked a sense of belonging and emotional attachment to the County Government. Cognitively, employees did not value time spent in the County Government, co-workers, and failed to appreciate the benefit they get out of working in County Government and hence do not value the work they do. Behaviorally, employees were not willing to work in the County Government and actively sought for alternative employment elsewhere, came to work late, unwilling to work over-time and ready to participate in strikes. Finally, the study established that procedural justice and interactional justice contributed significantly to employees job satisfaction compared to communication and supervision. The study recommended that the County Government should re-design supervisory processes geared towards achieving fairness in dealing with employees.

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LIST OF ACRONYMS AND ABBRIVIATION

ANOVA	Analysis of Variance
HO	Null Hypothesis
ICT	Information Communication Technology
JDS	Joint Deployment Systems
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background

Devolution has been successful in other parts of the world including USA, India, Nigeria, Sweden, UK and South Africa. Uganda practices devolution through kingdoms and Tanzania through Jimbos. There are varying devolution systems in place, for instance; USA, Nigeria and India have embraced federal state systems. Counties will have to draw experiences from similar environments and factors that bring them closer and learn how they operate, benchmark their strengths and transfer that knowledge and experience to benefit the county. Counties should design and develop slogans to serve as a rallying call or marketing edge.

At independency in 1963, Kenya adopted the Lancaster constitution which had provision for two houses of representatives: the upper and lower houses as well as regional governments complete with legislative assemblies (Burugu, 2010). This kind of system did not work out as it was replaced by a unitary system of government in 1965 courtesy of constitutional amendments. The new constitution therefore provides for replacement of the central government with a devolved system of government. Devolution is defined as statutory granting of power from the central government of a sovereign state to a government at a sub-national level such as a region, local authority or state level. The new constitution therefore provides for the division of Kenya into 47 Counties of which Nakuru County is one of them.

The devolved system of government in Kenya as provided for in the Constitution (2010) has the following objectives; To foster national unity by recognizing diversity; give powers of self-governance and participation of the people in the exercise of the powers of the State and in making decisions affecting them; recognize the right of communities to manage their own affairs and to further their development; protect and promote the interests and rights of minorities and marginalized communities; promote social and

economic development and the provision of proximate, easily accessible services throughout Kenya; ensure equitable sharing of national and local resources throughout Kenya; facilitate the decentralization of State organs, their functions and services from the capital of Kenya; and enhance checks and balances and the separation of powers.

National and county governments are expected to work in consultation, exchange information and respect for respective organs, institutions and structures (Burugu, 2010). This co-operation policy will enhance national unity; harmonize policy formulation, coordination of socio-economic policies, and implementation of legislation, administration of resources and enhancing capacity building and facilitation of county and senate government operations. Each level of government should exercise integrity and respect constitutional functional status and government institutions of every level as the constitution provides for enhanced and closer working relationship. Joint working committees may be formed for negotiation, mediation and arbitration during disputes (Kipkorir, 2009).

The transitional authority will provide a legal and institutional framework for a coordinated transition to the devolved system of government while ensuring continued service delivery to citizens, smooth transfer of power and functions from national to county governments; provide mechanisms to ensure that the commission for the implementation of the constitution performs its role in monitoring and overseeing the effective implementation of the devolved system of government.

The Transition to Devolved Government Act (2012) was established to provide policy and operational mechanisms during the transition period for audit, verification and transfer from the national to the county government assets and liabilities, human resources, pensions and other benefits of employees of government and local authorities and other related matters including provision of mechanisms for capacity building.

The fourth schedule of the Constitution (2010) devolved the functions of the following ministries to the county governments; Ministry of Health, Ministry of Water, Ministry of

Agriculture and Ministry of Public works and roads among others. The civil servants working in these ministries were devolved to the county governments.

Job satisfaction is an indicator of how well a person is doing his or her job. Job satisfaction is obviously an important factor for all organizations. Companies must continuously improve employee satisfaction in order to stay profitable. Job satisfaction can be defined as an individual's general attitude towards his or her job (Robbins, 2003). Price (1997) defined job satisfaction as the degree to which employees have a positive affective orientation towards employment by the organization.

Campbell et al., (1970) (as cited in Tasnim, 2006) divide the present-day theories of job satisfaction into two groups; content theories which give an account of the factors that influence job satisfaction and process theories that try to give an account of the process by which variables such as expectations, needs, and values relate to the characteristics of the job to produce job satisfaction. Maslow's Needs Hierarchy Theory (1943) and its development by Herzberg into the Two Factor Theory (1959) of job satisfaction are examples of content theories. The Valence Instrumental Expectancy theory (1964) and Equity theory (1965) are examples of process theories.

Usually, performance depends on ability and motivation of an employee and the effects of motivation on performance are dependent on the level of ability of the workers. The relationship of ability to perform is dependent on the motivation of the workers (Vroom, 1964).

With the rise of New Public Management, the public sector is confronted with growing demand to show its efficiency and cost effectiveness, resulting in an increased interest in the quality of public performance (Vermeeren et al., 2005). Although the direct impact of job satisfaction on performance or productivity has received relatively mixed views, its effect on turnover, absenteeism, citizenship behavior, and other organizational attitudes and behaviors is well established (Harrison, 2006). A number of studies have found that public sector professionals are less satisfied with their extrinsic rewards and task

environment than those of their private counterparts (Cherniss & Kane, 1987; as cited in McCue & Gianakis, 1997).

Norris, (2004) studied work values, experience, and job satisfaction among government workers. He endeavored to find out whether public and private sector employees in various countries differ in their motivational values, employment experiences and job satisfaction. He found out that private and public sector employees are differently motivated by sense of accomplishment. Public sector employees have a stronger sense of fulfilling a useful role that contributes to society.

Jessen, (2010) investigated the sources of job satisfaction among practitioners and managers employed in the Norwegian public social services and the professionals' perception of social rewards in particular. Being valued, receiving praise and positive feedback are considered to be important aspects of job satisfaction. Nevertheless the expertise and competence of social workers is not always acknowledged. A central question raised is whether the workers' job satisfaction is influenced by their opportunities for support and recognition, compared to other (intrinsic and organizational) rewarding aspects available to social service workers. The empirical data came from a 2004 quantitative survey among social workers in local welfare agencies. Despite conflicting demands and lack of resources in the frontline services, findings indicate that managers and practitioners perceive their work as overall equally satisfying. Still, the managers find their job more interesting and challenging due to their position, reporting higher feelings of accomplishment and control over work. Receiving public approval and co-worker support are positively associated with job satisfaction within both work positions, while superior support and client recognition were found to be significantly rewarding aspects to the practitioners only.

In the year 2013, Kenya Health Workers went on strike to protest against their services being devolved to the County Government instead of being retained at the National Government. The strike was an evidence of their job dissatisfaction with the County government.

1.1.2 Devolution of Government Functions

Devolution is a kind of decentralization that changes communication in the system. It means the effect of system performance by transferring responsibility and authority to a selected subject (Lodenstein & Dao, 2011). Concept of devolution: transferring authorities and responsibilities to local departments or governmental organization with independent income and authority and preservation of management control. It is defined as reassignment of personnel responsibilities to linear managers (Renwick, 2000). Devolution acts as an effective tool aimed at increasing efficiency of the public sector. However, there may be consequences like striking a balance among the two levels of government and endangering macroeconomic stability. Thus, among the reasons mentioned for justification of decentralization is the ever growing trend that these policies could help in obtaining goals like increase in welfare, efficacy, reduction of costs, motivation of staff, training of future managers, control and economic growth (Budhwar & Sparrow, 1997).

Devolution is the main solution for organizational participation and involvement, responsibility and in case of knowledge, it leads to value addition. Research shows that more than 70 percent of activities managers do can be delegated to subordinates. Some scholars believe that managers should delegate some of the affairs to subordinates for them to gain knowledge and question the conditions. In devolution, individuals should have required authorities and be responsible for their acts (Niliahmadabadi, 2009). There is a significant difference between devolution theoretical concept and what happens in reality. In scholars opinion linear managers do not have the final authority in decision-making (Cascon-Pereira et al., 2006). The power to make decisions comes by delegation from supervisors. The results show that authority submission increases organizational performance (Azmi, 2010). Devolution therefore is the transfer of governance and responsibility of specified functions to sub-national levels, either publicly or privately owned, that are largely outside the direct control of the central government (Ferguson & Chandrasekharan, 2004).

According to Gregersen et al., (2004), devolution is one form of administrative decentralization which transfers specific decision-making powers from one level of government to another which could be from a lower level to a higher level of government, in the case of federations, or government transfers decision-making powers to entities of the civil society. Regional or provincial governments, for example, become semi-autonomous and administer resources according to their own priorities and within clear geographical boundaries under their control. Most political decentralizations are associated with devolution.

Devolution describes the transfer of authority from a senior level of government to a junior level, and can be viewed as both a theoretical concept and as an administrative process (Dacks, 1990). Viewed theoretically, devolution can be seen as an instance of decentralization which can be usefully related to literature on political development. Decentralization (devolution) has a spatial aspect in that authority and responsibility are moved to organizations and jurisdictions in different physical locations from the center to the local level. And it has an institutional aspect in that these transfers involve reallocating roles and functions both within government, from one central government agency to lower-level jurisdictions and agencies; and between government and civil society, through service coproduction and partnerships as well as joint policy-making and feedback mechanisms (Brinkerhof et al., 2007).

Arguments favoring the devolution of powers and resources to local levels of governance emphasize that the enhanced decision-making power, authority and control over resources play a pivotal role in economic and social development (Cheema & Rondinelli, 2007). They contend that devolution will result in increased citizen participation in local political processes where local governments are perceived to have the capacity to make political and financial decisions affecting their economic and social welfare. The improved allocation of resources is the most common theoretical argument for decentralization (Azfa et al., 2004). By bringing government closer to the local people, it is asserted that the government will be better informed to local needs and preferences,

resulting in increased accountability and enhanced responsiveness of officials and government at the empowered local or regional level (Brinkerhoff et al., 2007).

1.2 Statement of the Problem

Since independence in 1963, centralization has been at the core of Kenya's governance with power concentrated at the headquarters. Article 174 of the Constitution (2010), clearly defines the rationale behind devolution as, among other reasons, self-governance, economic development and equitable sharing of national and local resources. The fourth schedule of the Constitution (2010) devolved the functions of the following ministries to the county governments; Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads among others. Civil servants working in these ministries were transferred to the county government which sparked a series of protests from the affected workers. In December 10th, 2013, Health workers in Kenya went on strike demanding that they be retained in the National Government against the provision in the Constitution that these services be devolved to the County Government (East African Standard, 10th. December, 2013). This strike did not succeed in transferring back the health functions to the National Government. Following apathy and a feeling of demoralization, health workers and in particular, Doctors slowly started resigning (Saturday Nation, December 14th, 2013). The resignation was due to job dissatisfaction instigated by lack of motivation. Motivational factors as procedural justice (Yughubi et al., 2009), communication (Herrbach et al., 2004), supervision and interactional justice (Stutzer, 2004) affect employees' job satisfaction in terms of their feelings towards the job, benefits of the job and the resultant behavior that comes with such feelings and benefits.

Although many empirical studies have been done on job satisfaction and other motivation areas including work conditions, promotion and recognition, career advancement and salary, there is scanty literature on how procedural justice, communication, supervision and interactional justice affect employees' job satisfaction in the devolved functions in Kenya. Since devolution is still a new concept in Kenya and that the employees working in the devolved functions have already shown resentment on

devolution, it is important to carry out a study that will analyze the effect of selected motivational factors on the job satisfaction of civil servants within government devolved functions in Nakuru County.

1.3 Objectives of the Study

The general objective of the study was to establish the effect of selected job motivational factors on civil servants' job satisfaction within government devolved functions in Nakuru County.

1.3.1 Specific Objectives of the Study

The specific objectives of the study were:

- i. To determine the relationship between procedural justice and job satisfaction of the employees working in the devolved functions.
- ii. To establish the relationship between communication and job satisfaction of the employees working in the devolved functions.
- iii. To examine the relationship between supervision and job satisfaction of the employees working in the devolved functions.
- iv. To establish the relationship between interactional justice and job satisfaction of the employees working in the devolved functions.
- v. To determine the combined effect of procedural justice, communication, supervision and interactional justice on employees' job satisfaction.

1.4 Hypotheses of the Study

This study sought to test the following hypotheses:

HO₁ There is no significant effect of procedural justice on job satisfaction of the employees working in the devolved functions.

HO₂ There is no significant effect of communication on job satisfaction of the employees working in the devolved functions.

HO₃ There is no significant effect of supervision on job satisfaction of the employees working in the devolved functions.

HO₄ There is no significant effect of interactional justice on job satisfaction of the employees working in the devolved functions.

HO₅ There is no significant effect of the combined effect of procedural justice, communication, supervision and interactional justice on job satisfaction of the employees working in the devolved functions.

1.5 Significance of the Study

The justification of this study is based on the documented strike by one of the devolved functions, that is, the health function and consequent resignation by doctors. This necessitates a research study to establish the effect of selected motivational factors on civil servants' job satisfaction within government devolved functions. First, the findings of this study will be important to the County Governments in understanding both the level of employees' job satisfaction and the factors that contribute to job satisfaction. Secondly, the Ministry of Devolution will find the outcome of this study important in designing and implementing strategies that can enhance job satisfaction among the employees working in the devolved functions. Thirdly, researchers and practitioners in Human Resource Management will find the study important in regard to how employees' motivation is affected by devolution and by extension their job satisfaction.

1.6 Scope and Limitations of the Study

1.6.1 Scope of the Study

The study covered the following elements of motivational factors; procedural justice, communication, supervision and interactional justice. The following elements of job satisfaction were analyzed; affective, cognitive and behavioral satisfaction. The study also covered the following devolved functions; Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads.

1.6.2 Limitation of the Study

The study was limited to the effect of selected motivational factors on civil servants' job satisfaction within government devolved functions in Nakuru County. The study collected information from employees working in the devolved functions of the following

ministries; Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads. The following factors that affect job satisfaction were analyzed; procedural justice, communication, supervision and interactional justice. The study was conducted in Nakuru County. The employees could have felt victimized due to the sensitivity of the information they were to provide. This was overcome by making the study voluntary and also clearly indicating on the data collection tool that names were not to be included in order to make the study as confidential as possible.

1.7 Assumptions of the Study

This study assumed that the employees working in the devolved functions understand devolution and job satisfaction; receive adequate induction and training on how these functions are run by county governments; and that the respondents will give relevant information that will assist in the realization of the objectives of the study without fear of victimization.

1.8 Operational Definitions of Terms

Affective - This are attitudes or the feelings or emotions people associate with their job.

Behavioural Satisfaction –The manner employees conduct themselves or respond to the environment of work.

Cognitive- The thoughts, judgements, perception or knowledge towards the job.

Communication - Exchange of thoughts, messages or information.

County Government- An administrative body which replaced the provincial administrative units in the old constitution.

Devolution- The statutory granting of powers from the central government of a sovereign state to government at a sub-national level, such as a region.

Fairness- The state, condition or quality of being free from discrimination or injustice.

Interactional justice- Feelings of employees towards decisions made and whether the process of decision-making is neutral or fair.

Job Satisfaction- Contentment (or lack of it) arising out of the interplay of the employee's positive and negative feelings towards his or her work.

Procedural Justice- Fairness in terms of work co-ordination including the chain of command.

Supervision- The oversight role of managers to make sure that work is done as per expectations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review on selected motivational factors affecting employees' job satisfaction in the devolved functions in Nakuru County in terms of; job satisfaction, devolution of Government functions, effect of procedural justice on employees' job satisfaction, effect of communication on job satisfaction, effect of interactional Justice on job satisfaction, effect of supervision on job satisfaction, theoretical framework and conceptual framework.

2.2 Motivational Factors

Motivation is the process of initiating and directing behavior based on the persistent effort to satisfy an individual goal or need (Robinn & Judge, 2011). It is the desire within a person causing that person to act. It is a goal-directed drive, complex and individualized. Managerial strategies and tactics must be broad based to address the motivation concerns of individuals (Mathis & Jackson, 2010). In this study, selected motivational factors; procedural justice, communication, supervision and interactional justice that affect job satisfaction are analyzed.

2.2.1 Procedural Justice

Procedural justice refers to the neutrality of the formal procedures and the rules that control the system (Nabatchi & Good, 2007). Leventhal et al., (1980) broadened the notion of procedural justice from the earlier focus by Thibaut and Walker (1975), which concentrated on dispute resolution procedures i.e. the process or means by which allocation of decisions are made. Their main focus was on dispute reactions to legal procedures.

In this case, Leventhal et al., (1980) extended the notion to include non-legal contexts like organizational settings. They broadened the list of determinants of procedural justice far beyond process control and focused on six criteria that procedures should follow to be

perceived to be fair i.e. procedures should be applied consistently across people and across time, be free from bias, ensure that accurate information is collected and used in decision-making, have some mechanism to correct flawed or inaccurate decisions, conform to personal or prevailing standards of ethics and morality and ensure that the opinions of various groups affected by the decision have been taken into consideration.

2.2.2 Communication

Communication plays a vital role for the success of any organization. It enables better relationships within an organization, transmission of information, fostering trust and cooperation among employees, improvement of understanding and co-ordination of work, enhancement of commitment and learning and increasing of overall workplace and individual satisfaction. Communication is, therefore, the process of exchanging information and can be verbal or non-verbal, formal or informal, written or oral.

Pettit et al. (1997) supports the idea that communication plays a major role in one's job usually measured in multidimensional terms. How an employee perceives supervisors communication style, credibility, and content as well as the organization's communication system will to a large extent influence the amount of satisfaction (morale) he or she receives from the job. Carmeli et al., (2002) propose that communication plays a significant role in creating a favorable image. A positive communication climate would increase the level of job satisfaction and this, in turn, would affect job satisfaction positively. In organizations, people communicate with each other in different ways. Messages may move downwards and upwards between hierarchical levels or horizontally among employees at equivalent level (Dwyer, 2005). Communication can occur through informal channels such as grapevines or formal channels such as procedures and official meetings (Johnson et al., 1994).

2.2.3 Supervision

Supervision is the action or process of watching, directing, overseeing, superintending, and inspection of work processes at the workplace. A supervisor, therefore, is responsible for making work efficient and hence a resource to the employees. An employee is in

constant or regular exchange relations with the supervisor and coworkers (Brandt et al., 2004). Bruck et al., (2006) observes that unfair treatment at the place of work is positively associated with psychological strain. Most employees consider relations with supervisors as most stressful (Tepper, 2007). This is because supervisors create stress by ignoring employees' ideas and concerns, withholding information from them and failing to clarify roles and responsibilities (Reece & Brandt, 1999). A positive relationship with the supervisor is an important rationale influencing employees' decisions to remain in the job (Scannapieco & Connell-Carrick, 2007). Employees' perception of supervisors support may influence their perception on job satisfaction in terms of employees' desire to stay.

2.2.4 Interactional Justice

Interactional justice is the nature of association between supervisors and subordinates (Mohyeldin & Tahire, 2007). Bies and Moag, (1986) introduced the aspect of interactional justice focusing their attention on the quality of interpersonal treatment people receive when procedures are implemented. Interactional justice involves the perception of fairness that affects employees' relationship with peers, subordinates and supervisors (Mohyeldin & Tahire, 2007). Fairness creation is very important for organizations as it affects productivity and behavior of employees. Greenberg, 1990, 1993, observes that interactional justice consists of two types of interpersonal treatment i.e. interpersonal justice which is the degree to which people are treated with politeness, dignity and respect by authorities involved in executing procedures or determining outcomes and informational justice which focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why the outcomes were distributed in a certain way.

The explanation for interactional justice is enlightened in the social exchange theory and the norm of reciprocity (Cropanzano & Mitchell, 2005). According to this theory employees anticipate polite, sincere, and frank treatments from the peers and supervisors. On the basis of reciprocity, employees who recognize righteous treatment from supervisors are more likely to exhibit positive attitude and great commitment to the goals

of the organization, demonstrate improved job satisfaction, improved job performance and low turnover (Cohen-Charash & Spector, 2002).

2.3 Job Satisfaction

In general terms, job satisfaction represents the projection of the extent to which an individual is positively oriented toward his or her job (Cramer, 1996). Organizational change likely alters an employee's job satisfaction (Lock, 1976). Simply put, job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. Job satisfaction is merely an employee's attitude towards his or her job. Consequently, job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioral component (Jex, 2002). While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioral component is an indicator for behavioral intentions towards a job such as getting to work in time, working hard, etc.

In explaining job satisfaction and measuring the level of employees' satisfaction, three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the "information processing model" (Hackman & Oldham, 1976). According to this model employees gather information about the job, the workplace and the organization and cognitively assess these elements in order to determine the level of satisfaction (Jex, 2002). The second approach suggests that the measurement of the level of job satisfaction is founded on "social information" – information based on past behavior and what others at work think. It shifts its attention to the effects of the context and the consequences of past behavior, rather than to individual pre-dispositions and rational decision-making processes (Pennings, 1986). Therefore job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the "social information processing model" (Salancik & Pfeffer, 1978). The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both (Jex, 2002).

Job satisfaction is closely related to employee work motivation, which is concerned with the energy an employee is willing to invest in order to achieve a given objective related to his work. Of course, motivation is only one of the factors that determine job satisfaction. Other factors include outside constraints (e.g. time, financial resources, and organizational requirements), and individual skills and abilities. The basic argument is that achievement of objectives increases job satisfaction (because of the psychological need for achievement) (Le Grand, 2003).

Job satisfaction is an affective response to one's situation at work. For example, teacher job satisfaction refers to a teacher's affective relation to his or her teaching role and is a function of the perceived relationship between what one wants from teaching and what one perceives it is offering to a teacher (Zembylas & Papanastasiou, 2004). Over the last two decades, there have been numerous studies focused on the factors influencing teacher job satisfaction and dissatisfaction (Spear et al., 2000). Like all white-collar jobs, both intrinsic and extrinsic factors have been found to affect teacher job satisfaction. Intrinsic satisfaction for teachers can come from classroom activities with children. Additional factors include developing warm, personal relationships with children, the intellectual challenge of teaching and autonomy and independence (Shann, 1998). In contrast, teachers view job dissatisfaction as principally associated with work overload, poor pay and perceptions of how teachers are viewed by society.

Extrinsic factors that have also been associated with teacher satisfaction include salary, perceived support from administrators, availability of resources, and problems related to teacher load and expectations for assuming extra-curricular assignments (Thompson et al., 1997). These and other aspects of teachers' working environment have been identified as factors that contribute to increased teacher dissatisfaction and to teachers leaving the profession. Research on teacher job satisfaction has examined several of these factors in an attempt to find how they are related to satisfaction in teaching, and what support teachers need so that their working conditions are improved. This is significant because it has been shown that when teachers are not satisfied with their working conditions, they are more likely to leave the profession (O'Brien, 2002).

Dissatisfaction with work life, unhappiness, disappointment and lack of enthusiasm negatively affect people's everyday lives, preventing them from getting enough satisfaction from life and possibly impairing their physical and mental health by negatively affecting their environment and relationships with family and friends (Serinkan & Bardakçı, 2009). Consequently, this may lead to undesired results for the employer such as alienation, indifference to the job, a decreasing sense of attachment to the employing institution, constant complaints about the job, decreasing productivity, absenteeism and quitting the job.

It is important to create a calm, productive and satisfying work environment for the academic nurses responsible for educating the nurse labor force, to increase their sense of attachment to their institutions (Al-Hussami et al., 2011), to reduce employee loss among nurses, to increase the quality of nursing education and to educate qualified future nurses (Çam & Yıldırım, 2010).

To enable them do their jobs more effectively, a more satisfying work life is an indispensable necessity for faculty members who will educate nurses for work in the field after both undergraduate and postgraduate education, as well as for younger academic nurses. Job satisfaction will increase the quality of the services of academic nurses and the services given by their students in the field. There are only a limited number of studies that measure the job satisfaction levels of nurses (Çam & Yıldırım, 2010).

Another example to show that job satisfaction is a response to one's situation at work was a study conducted on academic nurses. These studies reported that academic nurses develop negative attitudes, are not satisfied with their jobs and experience burnout due to reasons such as the difficulty of advancing in academic careers, economic problems, rivalry with colleagues, interpersonal problems, work environment problems, managerial problems, difficulties with female and maternal roles in family life, and educational and health problems (Negiz & Tokmakçı, 2011). However, there is no comprehensive study investigating their intentions regarding leaving their job. Based on this shortcoming in the

literature, this study was carried out to determine job satisfaction levels and the intentions to quit of academic nurses.

Satisfied employees help organizations achieve their objectives and also make them survive in the competitive job market. Satisfied employees help organizations to survive and be more productive (Lindner, 1998). The fundamental objective of this research is to investigate the relationship between job organization factors that affect work design and job satisfaction. The methodology developed to address this objective includes questionnaire design, data collection and statistical analysis. Job satisfaction is a measure of the degree to which the employee is satisfied and happy with the job. Job satisfaction is higher when a person feels that he or she has control over the way a given task is accomplished. The major instrument for measuring job satisfaction is JDS developed by Hackman and Oldham (1974). Initially, JDS was used as a diagnostic tool designed to measure the characteristics of jobs in an organization, the readiness of workers to perform challenging and motivating work, and the reaction of employees to their jobs.

Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. It is a most frequently studied variable in organizational behavior research, and also a central variable in both research and theory of organizational phenomena ranging from job design to supervision (Spector, 1997). The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job. However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. A satisfied employee is inclined to be more industrious, inspired, and dedicated to their work (Syptak et al., 1999). Job satisfaction results from the exchange of personal factors, such as principles, character, and opportunity with employment factors such as the impression of the work situation and the job itself (Davies et al., 2006).

Kennerly (1989) investigated the relationship among administrative leadership behaviors, organizational characteristics, and faculty job satisfaction in baccalaureate nursing programs of private liberal art colleges. The existence of organizational behaviors such as

mutual trust, respect, certain warmth, and rapport between the dean/chair and the faculty member was a predictive factor in the development of nurse faculty job satisfaction. Billingsley and Cross, (1992) studied 956 general and special educators in Virginia investigated commitment to teaching, intent to stay in teaching, and job satisfaction. Findings of this study revealed greater leadership support, work involvement, and lower levels of role conflict and stress-influenced job satisfaction for both groups studied. Moody, (1996) reported a relationship between the number of years taught in the institution and satisfaction with the job, salary and coworkers.

Spector, (1997) reviewed the most popular job satisfaction instruments and summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision, Job satisfaction and its related factors. He also felt that, the above approach has become less popular with increasing emphasis on cognitive processes rather than on underlying needs so that the attitudinal perspective has become predominant in the study of job satisfaction.

Doughty et al., (2002) studied Nurse Faculty at a small Liberal Arts College assessing perception of Nurse Faculty regarding their work environment. Factors most appreciated by faculty were involvement, coworker cohesion, supervisor support, and autonomy. This study showed that many factors contribute to job satisfaction of Nurse Faculty. Castillo and Cano, (2004) conducted a study at an agricultural college at a large university by using the Herzberg's theory and the Wood Faculty Satisfaction/ Dissatisfaction Scale (WFSDS) to explore the factors that explain job satisfaction. Their findings showed that the work itself was the most important factor that contributed to job satisfaction, with working conditions being the least important. However, they did report that all of the factors of Herzberg's theory were moderately related to job satisfaction. The increase in enrolment and the demands placed on faculty by the community, hospitals, and the college to produce a larger number of nursing graduates appears to be affecting morale and overall job satisfaction.

Hsiu-Chin et al., (2005, fourth quarter) findings were consistent with results of a study in Taiwan on Nurse Faculty job satisfaction and their perceptions of nursing deans' and directors' leadership styles. Findings revealed that Taiwanese Nurse Faculty is moderately satisfied with their jobs and that they preferred that their dean use a transformational type of leadership. Ambrose et al., (2005) conducted a qualitative study to investigate faculty satisfaction and retention. The study focused on the faculty of a private university over a period of 2 years. Findings suggested sources of satisfaction or dissatisfaction clustered into areas such as salaries, collegiality, mentoring, and the reappointment, promotion, and tenure process of departmental heads. Brady, (2007) reported that many of the factors that affect nurse faculty in baccalaureate and graduate degree nursing programs have a consequence on the retention of nurse faculty in associate-degree nursing programs as well.

Interest in public service motivation has significantly grown in recent years – especially concerning the impact that public service motivation has on critical human resource issues (Perry et al., 2010). This includes studies which have shown that employee public service motivation has a positive influence on work outcomes such as individual and organizational performance (Vandenabeele, 2009), ethical and pro-social behavior, organizational commitment, and retention (Wright & Christensen, 2010). Defined as an individual's orientation to delivering services to people with a purpose to do good for others and society (Perry & Hondeghem, 2008), public service motivation is theoretically and empirically expected to be expressed as (at least) a general commitment and loyalty towards the public interest, compassion with people in need of social assistance, and attraction to public policy making to help improve public services (Perry, 1996). These three aspects are conceptualized as dimensions of public service motivation and they should be regarded as a first-order reflective and second-order formative constructs meaning that an individual's composite public service motivation is the sum of these different expressions (Kim et al., 2013).

Following the theoretical introduction to the public service motivation-job satisfaction relationship, several studies have confirmed a direct positive association between

employee public service motivation and job satisfaction (Kim, 2005). Public service-motivated employees are expected to show higher levels of job satisfaction if they feel that the work environment of their jobs allow them to actually make a difference to other people and society; if not, they will experience a discrepancy between what motivates them and the opportunity to fulfill this which according to Locke, (1969) will lead to dissatisfaction. Furthermore, Hackman and Oldham, (1976) have also emphasized that task significance leads to feelings of job meaningfulness (very likely related to the experience of making a positive difference in other peoples' lives) which positively affects job satisfaction. Appraisal processes leading to higher/lower satisfaction can of course also be centered on other work values and motivations than public service motivation. The satisfaction of many employees also hinges on their expectations with respect to getting interesting work tasks, a high salary, job security, and a good relationship with peers and supervisors etc. (Rainey, 2009). In this study, the focus mainly is on public service motivation as an important antecedent of job satisfaction – especially when looking at sector differences.

Public service motivation-job satisfaction relationship depends on an experienced comparability between individual needs and motivation to serve the public interest and the environment of their jobs/organizations is akin to results by Bright, (2008) and Wright & Pandey, (2008). They all confirm that public service motivation positively affects job satisfaction if the perceived fit between individual motivation and the work environment is high (denoted “mission valence” by Wright and Pandey (2008). But regardless of an experienced fit, it can be argued that when comparing public and private sector employees performing similar jobs in the two sectors there are still reasons for expecting public/private differences in the public service motivation-job satisfaction relationship. Based on usual criteria for distinguishing between public and private sector organizations (Rainey & Bozeman, 2000) and especially the ownership criterion, the public sector may offer better opportunities for serving the public regardless of the specific job being performed. Due to the public ownership, employees in public sector organizations are better able to “donate their effort” to the public and hence derive job satisfaction from fulfilling their pro-social motivation compared with employees in

private sector organizations, who donate their effort to a private residual claimant. The environment of the organization means more for establishing a positive public service motivation-job satisfaction relationship than the environment of the job (Kjeldsen, 2012).

2.4 Motivational Factors and Job Satisfaction

This section undertakes to make an analysis of selected motivational factors: procedural justice, communication, supervision and interactional justice and their effect on job satisfaction.

2.4.1 Procedural Justice and Job Satisfaction

Procedural justice is the legitimized fairness in the organization exhibited by the way employers treat employees. Employers and employees expect from one another justice within an organizational setup. Procedural justice and ‘moral alignment’ are the most critical factors in fostering or retaining institutional legitimacy, albeit with felt obligation and consent to legal authority also playing a role (Jackson et al., 2012). The conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees’ life and health. Difficult working conditions can be influenced by: (1) external factors that include climate- meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; (2) subjective factors that include gender and age of the worker, fatigue, monotony, and unfavorable posture during work; (3) factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, and excessive strain.

Danica et al., (2013) observed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions and workers who work in difficult working conditions. Furthermore, he also found out that the satisfaction with working conditions is higher in the case of workers who work in administration than in the case of workers who work in difficult working conditions. And finally, he further discovered that in the case of workers who work under difficult working conditions, the

working conditions are an important factor of their overall job satisfaction. So, working conditions as a factor of job satisfaction do not considerably determine overall job satisfaction to make a significant difference between workers who work in normal working conditions and workers who work in difficult conditions.

Having discovered that the working conditions are an important factor of the overall job satisfaction of workers who work in the difficult working conditions, and given that these workers are less satisfied with this factor in relation to employees who work in normal working conditions, it could be concluded that it is necessary to improve the working conditions of workers who work in difficult working conditions. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment. As a result of these improvements it is possible that satisfaction with working conditions of workers who work in difficult working conditions increases. In that case these workers could become equally satisfied with working conditions as workers who work in normal working conditions which may act favorably on their overall job satisfaction as well as their performance (Danica et al., 2013).

At the same time, interest in individual well-being and in understanding the determinants of job satisfaction may emerge from the following observations. First, satisfaction may be thought of as an indicator of utility and the study of its determinant may contribute to the development of substantive theories of utility. Secondly, job satisfaction may be seen as an indicator of quality of work and the latter is often pointed out as the key condition for boosting employment and productivity in Europe (European Commission, 2003 and European Commission, 2007). Thirdly, according to Sen, 1977, 1979 and 1999, it is the opportunity to live a good life, rather than the accumulation of resources, which matters most for well-being, along with the opportunities that result from the capabilities (i.e. a set of alternatives) that people have. Thus, studying satisfaction may provide help in understanding what makes a good life for a human being and to build up from this towards a theory of social good. Fourth, the above arguments are policy relevant. In particular, following the second argument, policies should focus on the determinants of

job satisfaction in order to improve satisfaction and, therefore, employment and productivity.

Individual satisfaction depends on the existing gap between aspirations and achievement (Fernandez-Macia & Munoz de Bustillo, 2005). There are two main processes that form workers' aspirations and create the relativity in people's evaluation (Stutzer, 2004). First, people make social comparisons that drive their positional concerns for working conditions. It is not only the objective working condition that matters, but also one's position relative to other workers. In other words, individuals are constantly drawing comparisons from environment, from the past or from their expectations of the future and they formulate some aspirations about working conditions. These aspirations might create biases in people evaluations of working conditions (levels of job satisfaction). People look upward when making comparisons and aspirations thus tend to be above the reality (Stutzer, 2004). Looking downward, individuals fix lower aspiration bounds representing minimum acceptable working conditions. Looking upward, workers fix upper aspiration bounds representing the best working conditions they can obtain on the labor market. Reality lies between the lower and the upper aspiration bounds. The larger the distances between reality and lower aspiration bounds, the more satisfied workers will feel (positive aspiration biases): their evaluations of quality of work will be revised upward. Instead, the larger the distances between reality and upper aspiration bounds, the more unsatisfied workers will feel (negative aspiration biases): their levels of job satisfaction will be revised downward.

Secondly, people adapt to the contexts they live in (Sen, 1999 & Stutzer, 2004). For example, individuals experiencing bad situations (i.e. bad working conditions) may get used to such contexts and, therefore, they could adjust their perceptions about the reality they live in (i.e. they could revise downward the lower aspiration bounds). Instead, good working conditions may provide satisfaction, but they could also imply upward revisions of the aspiration bounds. These observations imply that the working conditions effectively experienced by individuals could have an impact upon aspiration biases in a complex way.

Human resources are important in any organization and if the organization employs more qualified employees, then the probability of success, survival and improvement in such organization increases. Therefore, every effort should be employed to develop the quality of human resources for the benefit of both organizations and individuals. Human resources who are loyal, satisfied, and consistent with organizational goals tend to maintain organization membership that is willing to go beyond the prescribed duties, and forms an important factor in organizational effectiveness. Having such resources in an organization complies with higher performance and lower rates of absenteeism, delays and turnovers; the organization's image will be shown appropriate, and provides a ground for the growth and development of the organization. On the contrary, human resources with lower satisfaction, justice and organizational commitment are inclined to leave the organization, making the achievement of organizational goals impossible and most likely be an effective way in creating the ignorance culture towards the organization's problems among other issues. That's why in the past two decades, in various aspects related to research in this field, a lot of attention has been paid to this issue (Hussienian et al., 2007).

Justice and its implementation is one of the basic needs of man that historically has provided the perfect platform for the development of human societies. Justice theories parallel to the development of evolved human society have been drawn from religious and philosophical ideas to experimental studies. Some experts preferred justice theory rather than the theory of equality, because it focuses on the equitable distribution of income among people to achieve a high level of motivation (Yaghubi et al., 2009). Employees are facing at least two resources in implementation or violation of justice in the organization, the most apparent resource is the supervisor or person's direct manager. The supervisor has the authority to manage subordinates; he could influence some outcomes like increasing the payment or promoting the opportunities of the subordinates. The second resource of the justice or injustice that employees may attribute to is the organization itself, though this resource is more subtle, but it is also important to note (Na'ami et al., 2006).

An organization is a social system whose stability depends on the existence of strong

bonds between its constituent elements. Injustice and unfair distribution of the organization's achievements and outputs leads to low employee morale in their efforts and activities; therefore, justice is the key element in surviving and sustaining the development of the organization and its employees. The main task of management is to maintain and develop fair behaviors among managers and creating the sense of justice among the staffs (Seyyed et al., 2008).

There is a significant relationship between organizational justice and job satisfaction (Yaghoubi et al., 2009). Seyyed et al., (2008) observes that the effect of the various dimensions of organizational justice on different aspects of job satisfaction and organizational commitment differ at various degrees. Martin et al., (1989) observes that feelings of deprivation and inequality usually cause some psychological and behavioral effects such as dissatisfaction, job stress and absenteeism.

Alexander and Ruderman, (1997) also stated that the sense of justice in the organization (distributive or procedural) would directly influence the displacement and desertion. The feelings of job satisfaction, trusting in managers, and lack of organizational conflicts are also effective. Moreover, those who accept the organizational decisions are more willing to cooperate with managers in organizations. Procedural justice would have been more effective in working relationships with colleagues, or even subordinates, and their loyalty to the organization bringing a sense of equality in the organization (Alexander & Ruderman, 1997). Najibzade, (2006) pointed out that employees usually have feelings of inequality towards their payment in comparison with other three aspects, but they have feelings of equality towards their working environment in comparison with their colleagues and others. Finally, they have relatively positive feelings of equality and above the average levels or almost equal about organizational respect and admiration, and also procedural justice.

2.4.2 Communication and Job Satisfaction

Communication plays an important role in making the workplace conducive to the employers and employees. A workplace is formed when people work together for a

specific purpose. Work becomes impossible without effective communication among the stakeholders. This type of communication is referred to as organizational communication, and refers to the communication and interaction among organizational members: managers and non-managerial employees. The focus of this study will consider only the internal communication also known as internal relations. Organizational communication is crucial to enable better relationships within an organization, to transmit information, to foster trust and cooperation among employees, to improve understanding and coordination of work, to enhance commitment and learning, and increase overall workplace satisfaction and also individual job satisfaction.

Organizational communication is a dynamic process and involves complex communication techniques, networks and channels. It does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. Communication may be formal or informal, verbal or non-verbal, written or oral; and its levels include interpersonal (or face to face)-level communication between individuals, group-level communication among teams, groups and units, and organizational-level communication which involves vision and mission, policies, new initiatives, and organizational knowledge and performance. All the directions and flows of organizational communication are combined into a variety of patterns called communication networks. Today, organizational communication is more complex due to communication media and high speed transmission.

Pettit et al., (1997) supports the notion that communication plays a major role in one's job satisfaction which is usually measured in multidimensional terms. How an employee perceives a supervisor's communication style, credibility, and content as well as the organization's communication system will to some extent influence the amount of satisfaction (morale) he or she receives from the job. Carmeli et al., (2002) propose that communication plays a significant role in creating a favorable image. A positive communication climate would increase the level of job satisfaction and this, in turn, would affect job satisfaction positively (Herrbach et al., 2004).

Effective communication is seen as an essential element of the organizational environment that ought to inform employees of industry challenges, what is happening in the workplace and the company's strategic intent. Beyerlein et al., (2003) states that it is the management's responsibility to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the people who are an organization's greatest resource feel part of the organization. Furthermore, other studies have investigated openness of communication and found its direct relationship with job satisfaction. As people work together they develop some important formal and informal relationships with each other. People are of different personalities and natures, their thinking, perception, and viewpoints are also different. They cannot understand each other until and unless they effectively communicate.

Hsing, (2006) studied the communication factors which promote employee job satisfaction in Taiwan High-Tech Industry. The results indicate that there is a positive relationship between communication satisfaction and job satisfaction with work, job satisfaction with pay, job satisfaction with promotion, job satisfaction with supervisor and job satisfaction in general.

2.4.3 Supervision and Job Satisfaction

Unfair treatment at the place of work has largely been measured without distinguishing between supervisor and coworker unfair treatment. This notion is contrary to studies on social exchange relationships, which indicates that an employee is always in regular exchange relations with the supervisor and coworkers (Brandt et al., 2004).

Bruk et al., (2006) observes that unfair treatment at the place of work is positively associated with psychological strain. An employee may develop stress reactions due to membership of a less cohesive workgroup, having inadequate social support from coworkers, or exposure to hostile acts from coworkers. Most employees consider relations with supervisors as most stressful (Tepper, 2007). This is because supervisors create stress by ignoring employees' ideas and concerns, withholding information from

them and failing to clarify roles and responsibilities (Reece & Brandt, 1999). The relationship between supervisors and worker retention is further supported by empirical evidences. It was found that the effect of supportive supervision outweighed the effect of pre-service or in-service training on child welfare worker retention (Scannapieco & Connell-Carrick, 2007). Supportive supervision was found to be related to the improvement of workers' job satisfaction (Munn et al., 1996), lower levels of workers' burnout (Leiter & Maslach, 1988), and the reduction of stress (Moen & Yu, 2000). Studies also showed that a positive relationship with the supervisor is an important rationale influencing child welfare workers' decisions to remain in the job (Scannapieco & Connell-Carrick, 2007). Workers' perception of supervisors support may interact with workers' perception of job satisfaction in terms of workers desire to stay so that the effect of job satisfaction may be different for workers perceiving different levels (high/low) of supervisor's support.

2.4.4 Interactional Justice and Job Satisfaction

The explanation for interactional justice in the workplace is grounded in social exchange theory and norm of reciprocity (Cropanzano & Mitchell, 2005). From the social exchange perspective, employees expect fair, honest, courteous, and truthful treatment from the organization and/or its agents. Based on the norm of reciprocity, employees who perceive fair treatments by authorities are more likely to exhibit positive actions through greater commitment to the values and goals of the organization; exhibit increased job satisfaction, organizational citizenship behaviors, improved job performance and reduced withdrawal behaviors (Cohen-Charash & Spector, 2001; Colquitt et al, 2001). Because of the importance of good quality social exchange relationships in workplaces, organizations strive to encourage supervisors and employees to willingly interact with each other. However, regular supervisor-subordinate social exchange relations are important in influencing desirable individual and organizational outcomes (Raabe & Beehr, 2003).

Further support for the argument that an employee maintains a separate relationship with coworkers and supervisor could be found from person-group fit (PG fit) (Kristof- Brown et al., 2002). The PG fit suggests that though coworkers are a distinct part of the work environment, an employee is expected to work harmoniously with other members (i.e.

achieve a person-group fit), which has positive implications for an individual's work satisfaction (Kristof-Brown et al., 2002). Duffy et al., (2003) observes that employees are able to distinguish between the quality of relationships with coworkers and supervisors on one hand and supervisors' behaviors in terms of implementing fair evaluation procedure and delegating tasks have direct impact on subordinates' perceptions of trust in supervisors and organizational commitment.

Conversely, supervisors and coworkers can constitute sources of interpersonal conflicts for an employee in the workplace with the implication for acts of wide ranging antisocial behaviors (Bruk-Lee & Spector, 2006). Therefore, unfair treatment received from coworkers and the supervisors are of considerable concerns to employees (Donovan et al., 1998). Employees are able to distinguish between a coworker and supervisor's unfair treatment. Social stressors may include unfair behavior, social animosities, conflict with coworkers and supervisors and a negative workplace climate (Bruk-Lee & Spector, 2006). The emotion-centered model of voluntary behavior provides the theoretical explanation for the social stressors-strain linkage (Spector & Fox, 2002). Based on the emotion centered model, perceived unfairness from the supervisor and coworkers could be appraised as negative environmental stimuli that will elicit negative emotions. The negative emotions are not necessarily target specific, but are capable of inducing an employee stress reactions like job dissatisfaction, distress, and aggressive acts.

2.5 Theoretical Framework

The study was guided by two theories; Equity Theory and Herzberg's Two Factor Theory. Equity Theory was founded by Adams in 1965. Adams, (1965) defines inequity as "inequity exists for a person whenever he perceives that the ratio of his outcomes to inputs and the ratio of others outcomes to other inputs are unequal". It follows that inequity results not only when a person is under-benefited but also when he is over benefited. An important issue of the equity theory is the emphasis on the individual perception of what exists, even though it may not be real. The perception of inequity is based on comparing the individual's ratio with the other's ratio (e.g. when an employee in another state receives \$4000 more for the same job, no inequity is experienced, but a

coworker in the same company with the same abilities and skills, if he or she receives a pay rise, inequity may be experienced).

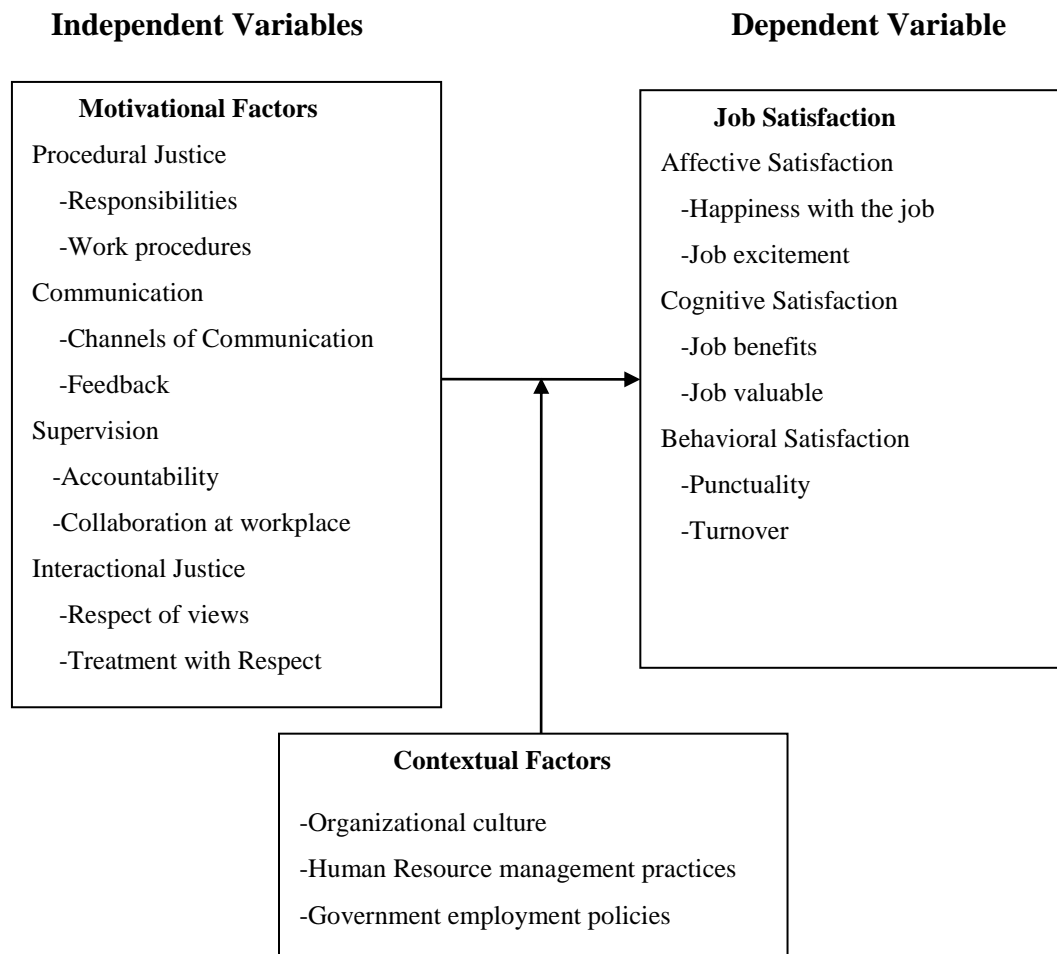
Equity Theory, as developed by Adams, (1965), considers motivation and job satisfaction as the result of a comparison of a worker's perceived outcomes and inputs (Vinchurb & Koppes, 2011). Traditionally, Equity Theory has been tested by monitoring the reaction of individuals to experimentally induced situations of inequity by intentionally under- or overpaying them (Landy & Conte, 2010). It was expected that underpaid participants would lower the quality or quantity of their output, whereas people who were overpaid would raise the quality or quantity. In general, results supported the underpayment predictions, but not the overpayment ones, which may be due to the fact that inequity due to overpayment is not as stressful as inequity because of underpayment (Landy & Conte, 2010). Equity Theory is relevant to this study because it expresses the relationship between how employees are motivated (which is the input) and their job satisfaction (which is the output).

The second theory is the Two-Factor Theory developed by Herzberg, (1959) which addresses the issue of workplace motivation. The theory introduces two elements or “factors” to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary and safe working conditions, among others. Motivators are related to the characteristics of the job itself. According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Two-Factor Theory is also often referred to as the Motivation-Hygiene Theory (Davies, 2008). This theory is also relevant to the study because it uses motivators which describe the characteristics of

the job and hygiene factors which is actually the environment in which the job is performed.

2.6 Conceptual Framework

This study examines the relationship between selected motivational factors and job satisfaction and the influence of the contextual factors on the relationship. The variables and their relationships are shown in Figure 2.1.



Moderating variables

Source: (Own)

Figure 2.1 Relationship between selected motivational factors, contextual factors and job satisfaction.

The independent variables of the study include; Procedural justice, communication, supervision and interactional justice. These factors are selected for the study because they are closely related with Herzberg's Two-Factor Theory which is the main theory of this study. The dependent variable is employees' job satisfaction measured in terms of affective, cognitive and behavioral manifestations of satisfaction. Affective satisfaction influences individuals' cognitive processes such that their resulting behaviors may be either affectively or cognitively driven. With only a few exceptions, a vast number of studies have consistently found job satisfaction to be significantly associated with turnover (Vroom, 1964). The moderating variables are; organizational culture, human resource management practices and government employment policies. When procedural justice, communication, supervision and interactional justice are well managed in the devolved Government functions under controlled organizational culture, human resource management practices and government employment policies, then employees will be satisfied with their jobs leading to increased manifestation of excitement, happiness, a feeling of the job being valuable and beneficial, improved punctuality and low turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology used including the research design, study population, sampling size and sampling procedures, data collection instruments and data analysis.

3.2 Research Design

The research adopted a descriptive survey research design. According to Mugenda, (2009), a survey research design describes relevant aspects of the phenomenon of interest from various perspectives. Orodho, (2004) asserts that descriptive survey design allows a researcher to present and interpret collected data about a certain phenomenon for the purpose of clarification. The descriptive design describes the phenomenon and examines actions as they are or as they happen rather than manipulation of variables (Orodho, 2005). Data in a descriptive study is presented in meaningful forms which enables a researcher undertake options in a given scenario and make decisions. A survey research design entails collection of data which assists in finding a solution to the subject under study.

3.3 Population of Study

The study collected information from employees working in devolved functions of the following ministries within Nakuru County; Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads. There were 976 employees in the Ministry of Health, 289 employees in the Ministry of Water, 235 employees in the Ministry of Agriculture and 412 employees in the Ministry of Public Works and Roads forming a target population of 1912 employees.

3.4 Sample Size and Sampling Procedure

The study used purposive sampling method of employees working in the four devolved functions to the County Government. This method was appropriate because the study

concentrated on specific devolved functions. Normally, it could have been preferable to collect data from all the 1912 employees working in the devolved functions in Nakuru County. However, due to cost, time and logistical constraints, sampling was inevitable. A systematic random sampling technique was used to select the respondents (Kotrlik et al., 2002). To determine the sample size the following formula was used:

$$s = \frac{(z)^2(p)(q)}{(d)^2}$$

S= Sample size

Z= Value of selected alpha level. In this study 0.25 in each tail = 1.96

d= acceptable margin of error for proportion being estimated = 0.05.

(p) (q)= estimate of variance = 0.25 maximum possible proportion (0.5) (1-0.5). This produces maximum possible sample size.

$$s = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 384$$

Cochran's correction formula is used to calculate the final sample size.

$$s_1 = \frac{S}{1 + \frac{S}{n}}$$

Where S_1 = Required Sample size

S = uncorrected sample

n = Total target population

$$s = \frac{384}{1 + \frac{384}{1912}} = 320$$

Thus, 320 employees working in the devolved functions in Nakuru County formed the sample for the study. Proportionate stratified sampling of employees in each of the devolved function was derived as shown in Table 3.1. In each function, the researcher randomly identified employees to participate in the study.

Table 3.1: Sample Size of Employees Working in the Devolved Functions

Function	No. of Employees	Sample
Ministry of Health	976	163
Ministry of Water	289	48
Ministry of Agriculture	235	39
Ministry of Public Works and Roads	412	69
Total	1912	320

Source: Ministry of Devolution (2013)

3.5 Data Collection Instrument

A close ended questionnaire based on Likert-type Scale was used as the main mode of data collection. The use of questionnaires is justified because they are a sure and effective way of collecting information from a population in a short period of time and at a reduced cost. Questionnaires also facilitate easier coding and analysis of data collected (Kothari, 2004). The close ended questions ensure that the respondents are restricted to certain categories in their responses. The questionnaires were personally administered by the researcher based on a drop and pick after one day basis. This method of administration was preferred because it assures a higher response rate.

3.6 Validity and Reliability of the Instruments

Validity and reliability was established for standardization of the research instruments that will be used in the study.

3.6.1 Validity of the Instruments

Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study (Mugenda & Mugenda, 2003). It is the accuracy and meaningfulness of inferences, which are based on research results. Validity shows the degree to which an instrument measures what it is supposed to measure. It means the agreement between value of measurements and its true value. There are three types of

validity; content, criterion-related and construct. Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. Criterion-related validity relates to the ability of an individual to predict or estimate the existence of some current condition. Validity is quantified by comparing measurements with values that are as close to the true values as possible. Poor validity degrades the precision of a single measurement, and reduces the ability to characterize relationships between variables in descriptive studies. Validity was tested through expert judgment of research supervisors.

3.6.2 Reliability of the Instruments

Reliability is the measure of the degree to which a research yields consistent results or data after repeated trials. It is the degree of consistency that the research instruments or procedures demonstrate. It is qualified by taking several measurements on the same subjects. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurement in a study (Mugenda & Mugenda, 2003). In order to ensure reliability of the instruments, a pilot study was conducted in Kericho County using the same tool to gauge responses for the purposes of improving the tool. The Cronbach's coefficient alpha was applied on the results obtained to determine how items correlate among them in the same instrument. Cronbach's coefficient Alpha of 0.78 obtained was acceptable.

3.7 Data Analysis and Presentation

The questionnaire was first edited and coded to ensure completeness and accuracy. The computer application package for social sciences SPSS (Statistical Package for Social Sciences) was used to assist in the analysis. The data was analyzed through the use of descriptive statistics and inferential statistics. The relationship between each of the factors that affect employees' job satisfaction and the level of job satisfaction was tested using a Pearson's correlation. The combined effect of the factors and employees level of job satisfaction was tested with the regression model below.

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

y = employee job satisfaction

α = constant

$\beta_1 \dots \dots \beta_{4d}$ = parameter estimates

X_1 = Procedural justice

X_2 = Communication

X_3 = Supervision

X_4 = Interactional justice

ε = the error of prediction.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter covers the results of data analysis of the effect of selected motivational factors on job satisfaction of civil servants within government devolved functions in Nakuru County. It contains; the response rate and demographic analysis of the respondents, descriptive analysis of study variables and the test of hypotheses.

4.2 Response Rate and Demographic Characteristics Analysis

The study endeavored to examine the demographic characteristics of the target population in terms of gender, age, education and experience. The study distributed a total of 320 questionnaires to the respondents and managed to collect back 255 representing 80% which was significant enough to meet the set objective. The analysis was done by using descriptive statistics, that is, frequency and percentages. The study analyzed the respondents' demographic information that included; age bracket which was mapped between 18 and 55 years and above, gender, work experience and highest level of education, that is, between O-level as the lowest level and Masters as the highest level. The results of the analysis are presented in Table 4.2.

Table 4.2: Demographic Characteristics Analysis

Characteristics		Frequency	Percentage
Gender	Male	149	58.4
	Female	106	41.6
	Total	255	100.0
Age Bracket	18-25 Years	10	3.9
	26-35 Years	43	16.9
	36-45 Years	53	20.8
	46-55 Years	129	50.6
	55 years and above	20	7.8
	Total	255	100.0
Level of Education	O-Level	126	49.4
	A-Level	76	29.8
	Degree	44	17.3
	Masters	9	3.5
	Total	255	100.0
Work Experience	Less than 5 years	38	14.9
	5-10 Years	62	24.3
	11-15 Years	37	14.5
	16-20 Years	118	46.3
	Total	255	100.0

As shown in Table 4.2, the study established that majority of the employees working in the devolved functions in Nakuru County Government were men representing 58.4% of the workforce compared to 41.6% women. Majority of the employees were within the age bracket of 46-55 years representing 50.6% of the total workforce, 20% were 36-45 years, 16.9% were 26-35 years and 3.9% were 18-25 years. Majority 49.4% had O-level qualification, 29.8% had A-Level qualification, 17.3% had degree qualification and 3.5% had masters' qualification. Majority of employees 46.3% had worked for 16-20 years, 14.5% had worked for 11-15years, 24.3% had worked for 5-10 years, and 14.9% had worked for less than 5 years.

The above findings indicated that devolved functions in the County had complied with the Constitution (2010) requirement that organizations should embrace a 30% gender representation. Secondly, majority of employees were going past the middle age, which

may cause a succession problem in future. Third, the majority of the civil servants working in the devolved functions had O-Level education an indicator that despite of the liberalized higher education in Kenya, many had not taken steps to access the same for competence and efficiency in service delivery. This may lead to lack of competent human capital for achievement of high organizational performance as far as service delivery is concerned. Lastly, the findings showed that the longest serving employees had worked in the civil service for more than 16 years.

4.3 Descriptive Analysis of Study Variables

4.3.1 Procedural Justice

The first objective of the study was to establish the relationship between procedural justice and job satisfaction of the employees working in the devolved functions. The variables used to analyze this objective included; equality in serving employees, non-biasness in dealing with employees, use of accurate information in decision-making, correction of inaccurate decisions using internal mechanisms, conformation to standards of ethics and seeking opinion of employees in the decision-making process. The study used Likert Scale to analyze employees' levels of agreement on the effect of procedural justice on job satisfaction where 5- Strongly Disagree, 4- Disagree, 3- Neutral, 2- Agree and 1- Strongly Agree.

The study used frequencies and percentages to describe the response of the 255 respondents who participated in the study in terms of the six aspects of procedural justice that were considered. The results are shown in Table 4.3.

Table 4.3: Frequency of aspects of procedural justice

Aspects of procedural justice	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
Equal treatment of employees			43	16.9	30	11.8	131	51.4	51	20.0
Non-biased towards employees	9	3.5	22	8.6	11	4.3	154	60.4	59	23.1
Collection of accurate information in decision-making	9	3.5	5	2.0	61	23.9	131	51.4	49	19.4
Correction of inaccurate decision using existing framework	11	4.3	57	22.4	67	26.3	60	23.5	60	23.5
Conformation to standards of ethics and morality	18	7.1	24	9.4			153	60.0	60	23.5
Opinion of all employees are sought in decision-making			15	5.9	12	4.7	129	50.6	99	38.8

As shown in Table 4.3, 16.9 % of the respondents agreed that there is equal treatment of employees, 11.8% were neutral, 51.4% disagreed and 20.0% strongly disagreed. On non-biasness towards employees, 3.5% strongly agreed, 8.6% agreed, 4.3% were neutral, 60.4% disagreed and 23.1% strongly disagreed. In terms of collection of accurate information for decision-making, 3.5% strongly agreed, 2.0% agreed, 23.9% were neutral, 51.4% disagreed and 19.2% strongly disagreed. 4.3% of the respondents strongly agreed that there were mechanisms to correct inaccurate decision using existing framework, 22.4% agreed, 26.3% were neutral, 23.5% disagreed and 23.5% strongly disagreed. On conformation to standards of ethics and morality, 7.1% strongly agreed, 9.4% agreed, 60.0% disagreed and 23.5% strongly disagreed. 5.9% agreed that opinion of all employees is sought in decision-making, 4.7% were neutral, 50.6% disagreed and 35.8% strongly disagreed.

Further, the study used means and standard deviations to analyze the response on the prevailing procedural justice in the devolved functions, where, as shown in Table 4.3, N represents the sample size; Min. is minimum value in the Likert Scale representing strongly disagree, Max. is the value representing strongly agree, Mean is the assumed mean between 1 for strongly agree and 5 strongly disagree and Std. Dev. is the standard

deviation of the assumed mean from the actual mean. The results are indicated in Table 4.4.

Table 4.4: Procedural Justice based Factors

Aspects of Procedural Justice	N	Min.	Max.	Mean	Std. Dev.
Equal treatment of employees	255	2	5	4	1.0
Non-Biased towards employees	255	1	5	4	1.0
Collection of accurate information	255	1	5	4	0.9
Correction of inaccurate information	255	1	5	3	1.2
Conformation to Standards of Ethics and Morality	255	1	5	4	1.1
Opinion of all employees are sought	255	2	5	4	0.8

As shown in Table 4.4, the study established that the employees disagreed on the existence of all aspects of procedural justice in the devolved functions in the County Government. A mean of 4 on Likert Scale, indicated that employees working in the devolved functions were not equally served manifested by biasness in dealing with different employees. Decisions made either in or for the devolved functions were not based on the collection of accurate information manifested by the failure by the County Government to correct the inaccurate information because of lack of internal systems that can correct such information. The devolved functions were not treated according to the set standards of ethics and morality resulting in employees' opinion ignored at every level of the decision-making process. This finding is supported by Martin et al., (1989) observation that feelings of deprivation and inequality usually cause some psychological and behavioral effects such as dissatisfaction, job stress and absenteeism.

4.3.3 Communication

The second objective of the study was to establish the relationship between communication and job satisfaction of the employees working in the devolved functions. The key variables used to analyze this objective included; existence of communication system that served employees effectively, the use of modern ICT technologies in communication and effective channels of communication with feedback. Data was collected using Likert-type scale to assist in the analysis. Frequencies, percentages,

means and standard deviations were used to describe the variable. The results are shown in Tables 4.5 and 4.6.

Table 4.5: Frequency of aspects of communication

Aspects of communication	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
There is a well-designed communication system	55	21.6	18	7.1	65	25.5	94	36.9	23	9.0
Communication process serve employees effectively	26	10.2	53	20.8	41	16.1	87	34.1	48	18.8
Communication enhance service delivery	92	36.1	37	14.4	28	11.0	61	23.9	37	14.5
Communication uses modern ICT technologies	61	23.9	55	21.6	43	16.9	62	24.3	34	13.3
There fair treatment of employees	41	16.1	38	14.9	49	19.2	81	31.8	46	18.0
Communication channels are effective	43	13.3	47	8.4	64	25.1	54	21.2	56	22.0

As shown in Table 4.4, six aspects of communication were considered. Concerning whether there is a well-designed communication system, 21.6% of the respondents strongly agreed, 7.1% agreed, 25.5% were neutral, 36.9% disagreed and 9.0% strongly disagreed. On the other hand, 10.2% strongly agreed that the communication process serve employees effectively, 20.8% agreed, 16.1% were neutral, 34.1% disagreed and 18.8% strongly disagreed. At same time, 36.1% strongly agreed that communication enhances service delivery, 14.5% agreed, 11.0% were neutral, 23.9% disagreed and 14.5% strongly disagreed. Further, 23.9% strongly agreed that communication uses modern ICT technologies, 21.6% agreed, 16.9% were neutral, 24.3% disagreed and 13.3% strongly disagreed. On whether there is fair treatment of employees, 16.1% strongly agreed, 14.9% agreed, 19.2% were neutral, 31.8% disagreed and 18.0% strongly disagreed. Moreover, 13.3% strongly agreed that communication channels are effective, 18.4% agreed, 25.1% neutral, 21.2% disagreed and 22.0% strongly disagreed.

Table 4.6: Communication based Factors

Aspect of communication	N	Min.	Max.	Mean	Std. Dev.
Well-designed communication system	255	1	5	2	1.3
The Process Serves employees effectively	255	1	5	4	1.3
Communication enhances service delivery	255	1	5	4	1.5
Communication uses modern ICT	255	1	5	4	1.4
Communication channels are effective	255	1	5	4	1.3

As shown in Table 4.6, the respondents agreed that the devolved functions in the County Government had a well-designed communication system with a mean of 2 which according to the Likert Scale was designated to represent Agree. The respondents disagreed on the following aspects of communication; that the communication system served the employees effectively, that the system enhanced service delivery, that the communication systems in the devolved function used new ICT technologies and that the communication channels were effective. This finding indicated that although the devolved functions had a well-designed communication system in place, the process did not serve employees effectively for lack of adoption of new ICT technologies, making the system ineffective and thus affected service delivery. This finding is supported by Hsing, (2006) who studied the communication factors which promote employee job satisfaction in Taiwan High-Tech Industry. The results indicate that there is a positive relationship between communication satisfaction and job satisfaction with work, job satisfaction with pay, job satisfaction with promotion, job satisfaction with supervisor and job satisfaction in general.

4.3.4 Supervision

The third objective of the study was to ascertain the relationship between supervision and job satisfaction of the employees working in the devolved functions. The key variables used to analyze this objective included; fairness of supervisors and co-workers, supervisors being friendly, democratic, inspiring, championing group cohesiveness and accountability. Frequencies, percentages, means and standard deviations were used to describe the variable. The results of the analysis are shown in Tables 4.7 and 4.8.

Table 4.7: Frequency of aspects of supervision

Aspects of supervision	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
Supervisors are fair			25	9.8	47	18.4	116	45.5	67	26.3
Co-workers are fair to one another	5	2.0	17	6.7	56	22.0	125	49.0	52	20.4
Supervisors act as coaches	15	5.9	33	12.9	9	3.5	154	60.4	44	17.3
Supervisors encourage cohesion among employees			25	9.8	16	6.3	135	52.9	79	31.0
Supervisors support accountability at work	13	5.1	10	3.9	50	19.6	132	51.8	50	19.6

As indicated in Table 4.7, five aspects of supervision were considered. On the aspect of supervisors being fair, 9.8% respondents agreed, 18.4% were neutral, 45.5% disagreed and 26.3% strongly disagreed. Whether co-workers are fair to one another, 2.0% strongly agreed, 6.7% agreed, 22.0% were neutral, 49.0% disagreed and 20.4% strongly disagreed. Further, 5.9% strongly agreed that supervisors acted as coaches, 12.9% agreed, 3.5% were neutral, 60.4% disagreed and 17.3% strongly disagreed. At the same time, 9.8% respondents agreed that supervisors encourage cohesion among employees, 6.3% were neutral, 52.9% disagreed and 31.0% strongly disagreed. On whether supervisors support accountability at work, 5.1% strongly agreed, 3.9% agreed, 19.6% were neutral, 51.8% disagreed and 19.6% strongly disagreed.

Table 4.8: Supervision Based Factors

Factors	N	Min.	Max.	Mean	Std. Dev.
Supervisors are fair	255	2	5	4	0.9
Co-workers are fair to one another	255	1	5	4	0.9
Supervisors act as coaches	255	1	5	4	1.1
Supervisors encourage Cohesion	255	2	5	4	0.9
Supervisors support accountability	255	1	5	4	1.0

As indicated in Table 4.8, the study established the following status of supervision in the devolved functions in the County Government; the supervisors were not fair in their supervisory roles and by extension employees were not fair in their dealings with co-workers. The supervisors did not coach employees on their expected duties which

translated to lack of cohesion and accountability among employees. This finding was supported by the mean response which was 4 represented in Likert Scale as disagree. This finding was supported by various empirical studies, for example, supportive supervision was found to be related to the improvement of workers' job satisfaction (Munn et al., 1996), lower levels of workers' burnout (Leiter & Maslach, 1988), and the reduction of stress (Moen & Yu, 2000). Studies also showed that a positive relationship with the supervisor is an important rationale influencing child welfare workers' decisions to remain in the job (Scannapieco & Connell-Carrick, 2007).

4.3.5 Interactional Justice

The fourth objective was to establish the relationship between interactional justice and job satisfaction of the employees working in the devolved functions. In order to analyze this objective, the following variables were analyzed; respect of employees' ideas and views by the supervisors, the supervisors being non-judgmental and respectful, imparting skills through mentorship and coaching by interacting with the employees. The analysis was done by using frequencies, percentages, means and standard deviations. The results are as shown on Tables 4.9 and 4.10.

Table 4.9: Frequency of aspects of interactional justice

Aspects of interactional justice	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
Supervisors respect employees ideas	13	5.1	5	2.0	26	10.2	139	54.5	72	28.2
Supervisors are non-judgmental			14	5.5	30	11.8	158	62.0	64	25.1
Employees freely discuss issues with supervisors	9	3.5	9	3.5	15	5.9	160	62.7	62	24.3
Supervisors use coaching to impart new skills	14	5.5	14	5.5	10	3.9	150	58.8	67	26.3
Supervisors use mentorship to impart new skills	9	3.5	24	9.4	11	4.3	162	63.5	49	19.2

As Table 4.9 indicates, six aspects of interactional justice were considered. 5.1% respondents strongly agreed that supervisors respect employees ideas, 2.0% agreed, 10.2% were neutral, 54.5% disagreed and 28.2% strongly disagreed. On whether supervisors are non-judgmental, 5.5% agreed, 11.8% were neutral, 62.0% disagreed and

20.8% strongly disagreed. As to whether supervisors treat employees with respect, 5.5% agreed, 7.5% were neutral, 62.0% disagreed and 20.8% strongly disagreed. On whether employees freely discuss issues with supervisors, 3.5% strongly agreed, 3.5% agreed, 5.9% were neutral, 62.7% disagreed and 24.3% strongly disagreed. On the issue of supervisors using coaching to impart new skills, 5.5% strongly agreed, 5.5% agreed, 3.9% were neutral, 58.8% disagreed and 26.3% strongly disagreed. On whether supervisors use mentorship to impart new skills, 3.5% strongly agreed, 9.4% agreed, 4.3% were neutral, 63.5% disagreed and 19.2% strongly disagreed.

Table 4.10: Interactional Justice Factors

Aspects of Interactional Justice	N	Min.	Max.	Mean	Std. Dev.
Supervisors respect employees ideas	255	1	5	4	1.0
Supervisors are non-judgmental	255	2	5	4	0.7
Treating employees with respect	255	2	5	4	0.7
Employees freely discuss issues	255	1	5	4	0.9
Supervisors use coaching	255	1	5	4	1.0
Supervisors use mentorship	255	1	5	4	1.0

As shown in Table 4.10, the study established that the employees disagreed on the existence of all the aspects of interactional justice in the devolved functions in the County Government. This was based on the mean of 4 representing disagree on Likert-type Scale. This finding indicated that the supervisors in the County Government did not respect employees' ideas and hence were judgmental and disrespectful while dealing with the employees. This made the employees refrain from freely discussing issues with their supervisors whom they felt were not good coaches and mentors. This finding is supported by Duffy et al., (2003) observation that employees are able to distinguish between the quality of relationships with coworkers and supervisors on one hand and supervisors' behaviors in terms of implementing fair evaluation procedure and delegating tasks have direct impact on subordinates' perceptions of trust in supervisors and organizational commitment.

4.3.2 Job Satisfaction

This section sought to establish the level of employees' job satisfaction measured affectively, cognitively and behaviorally. Data was collected using Likert-type scale to analyze employees' levels of agreement on the effect of selected motivational factors on job satisfaction where 5-Strongly Disagree, 4-Disagree, 3-Neutral, 2-Agree and 1-Strongly Agree. Frequencies, percentages, means and standard deviations were used to describe the variable. The results of the analysis are shown in Tables 4.11 and 4.12.

Table 4.11: Frequency of level of job satisfaction

Aspects of job satisfaction	SA		A		N		D		SD		
	F	%	F	%	F	%	F	%	F	%	
Affective satisfaction											
Happy working in devolved function	6	2.4	23	9.0	4	1.6	124	48.6	98	38.4	
There is strong sense of belonging	1	0.4	19	7.5	1	0.4	73	28.6	161	63.1	
Emotional attachment to devolved function	9	3.5	9	3.5	15	5.9	160	62.7	62	24.3	
Devolved function is a family	14	5.5	14	5.5	10	3.9	150	58.8	67	26.3	
Cognitive satisfaction											
Value time working in devolved function	9	3.5	24	9.4	11	4.3	162	63.5	49	19.2	
Value everybody	6	2.4	23	9.0	4	1.6	124	48.6	98	38.4	
Working in devolved function is more beneficial	1	0.4	19	7.5	1	0.4	73	28.6	161	63.1	
Value responsibility given to me			43	16.9	30	11.8	131	51.4	51	20.0	
Behavioral satisfaction											
No seeking other employment opportunities	9	3.5	22	8.6	11	4.3	154	60.4	59	23.1	
No reason to go in strike	9	3.5	5	2.0	61	23.9	131	51.4	49	19.2	
There is punctuality at work	1	0.4	19	7.5	1	0.4	73	28.6	161	63.1	
Willingness to work extra time	9	3.5	9	3.5	15	5.9	160	62.7	62	24.3	

As shown in Table 4.11, three aspects of job satisfaction, affective, cognitive and behavioral satisfaction were considered. Affectively, 2.4% strongly agreed that they were happy working in the devolved function, 9.0% agreed, 1.6% were neutral, 48.6% disagreed and 38.4% strongly disagreed. 0.4% strongly agreed that they a strong sense of belonging, 7.5% agreed, 0.4% were neutral, 28.6% disagreed and 63.1% strongly disagreed. On emotional attachment to devolved function, 3.5% strongly agreed, 3.5% agreed, 5.9% were neutral, 62.7% disagreed and 24.3% strongly disagreed. In terms of the devolved function being a family, 5.5% strongly agreed, 5.5% agreed, 3.9% were neutral, 58.8% disagreed and 26.3% strongly disagreed.

Cognitively, 3.5% strongly agreed that they valued time working in the devolved function, 9.4% agreed, 4.3% were neutral, 63.5% disagreed and 19.2% strongly disagreed. 2.4% strongly agreed that they valued everybody, 9.0% agreed, 1.6% were neutral, 48.6% disagreed and 38.4% strongly disagreed. On whether working in the devolved function is more beneficial, 0.4% strongly agreed, 7.5% agreed, 0.4% neutral, 28.6% disagreed and 63.1% strongly disagreed. Further, 16.9% agreed that they valued responsibility given to them, 11.8% were neutral, 51.4% disagreed and 20.0% strongly disagreed.

Behaviorally, 3.5% strongly agreed that they were not seeking other employment opportunities, 8.6% agreed, 4.3% were neutral, 60.4% disagreed and 23.1% strongly disagreed. Moreover, 3.5% strongly agreed that they had no reason to go on strike, 2.0% agreed, 23.9% were neutral, 51.4% disagreed and 19.2% strongly disagreed. Further, 0.4% strongly agreed that there is punctuality at work, 7.5% agreed, 0.4% neutral, and 28.6% disagreed and 63.1% strongly disagreed. In terms of willingness to work extra time, 3.5% strongly agreed, 3.5% agreed, 5.9% neutral, 62.7% disagreed and 24.3% strongly disagreed.

Table 4.12: Level of Job Satisfaction

Aspects of Job Satisfaction	N	Min.	Max.	Mean	Std. Dev.
Affective Satisfaction					
Happy working in devolved function	255	1	5	4	1.0
There is strong sense of belonging	255	1	5	4	0.9
Emotional attachment	255	1	5	4	0.9
Devolved function is a family	255	1	5	4	1.0
Cognitive Satisfaction					
Value time working	255	1	5	4	1.0
Value everybody	255	1	5	4	1.0
Working is more beneficial	255	1	5	4	0.9
Value responsibility given to me	255	2	5	4	1.0
Behavioral Satisfaction					
No seeking other employment opportunities	255	1	5	4	1.0
No reason to go on strike	255	1	5	4	0.9
There is punctuality at work	255	1	5	4	0.9
Willingness to work extra time	255	1	5	4	0.9

As shown in Table 4.12, the study established that with a mean of 4, the respondents disagreed that employees working in the devolved functions in Nakuru County Government were affectively, cognitively and behaviorally satisfied with their jobs. This was manifested by; employees lacking a sense belonging and emotional attachment to the County Government. Cognitively, employees' fail to value time spent in the County Government and the people they work with, and lack appreciation of benefits of working with the County Government indicated they did not value the work they did. Behaviorally, employees were not willing to work in the County Government and actively sought for alternative employment opportunities elsewhere, came to work late, were unwilling to work over-time and ready to participate in strikes.

4.4 Hypotheses Testing

This section presents results of hypotheses testing about the relationship between the aspects of motivational factors: procedural justice (PJ), communication (Comm.), supervision (Sup) and interactional justice (IJ); and job satisfaction. The section also presents results on the effect of motivational factors on job satisfaction.

To determine the relationship between motivational factors and job satisfaction, Pearson's product-moment correlation was used. The results of the analysis are presented in Table 4.13.

Table 4.13: Correlation of motivational factors and job satisfaction

		PJ	Comm.	Sup	IJ	Job satisfaction
PJ	Pearson Correlation	1	.522**	.505**	.634**	.675**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	255	255	255	255	255
Comm.	Pearson Correlation	.522**	1	.516**	.403**	.328**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	255	255	255	255	255
Sup	Pearson Correlation	.505**	.516**	1	.639**	.483**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	255	255	255	255	255
IJ	Pearson Correlation	.634**	.403**	.639**	1	.769**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	255	255	255	255	255
Job satisfaction	Pearson Correlation	.675**	.328**	.483**	.769**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	255	255	255	255	255

** . Correlation is significant at the 0.01 level (2-tailed).

HO₁ There is no significant effect of procedural justice on job satisfaction of the employees working in the devolved functions.

The analysis to test HO₁ was conducted using Pearson's Correlation. The results are shown in Table 4.13. The study established a strong positive correlation ($r=0.675$) and significant relationship ($P=0.000\leq 0.05$) between procedural justice and job satisfaction indicating that procedural justice significantly affected employees job satisfaction in the devolved functions. Hence, the HO₁ was rejected. When the County Government recognizes and enhances procedural justice in the devolved functions, there will be a positive improvement in the employees' job satisfaction measured affectively, cognitively and behaviorally.

HO₂ There is no significant effect of communication on job satisfaction of the employees working in the devolved functions.

The study used Pearson's correlation to test HO₂. As shown in Table 4.13, the study established a weak positive correlation ($r=0.328$) and significant relationship ($P=0.000\leq 0.05$) between communication and job satisfaction indicating that communication positively affected employees' job satisfaction in the devolved functions. The hypothesis (HO₂) was, therefore, rejected.

HO₃ There is no significant effect of supervision on job satisfaction of the employees working in the devolved functions.

The analysis to test HO₃ was conducted using Pearson's Correlation. The results are as shown in Table 4.12. The study established a moderate positive correlation ($r=0.483$) and a significant relationship ($P=0.000\leq 0.05$) between supervision and job satisfaction indicating that supervision significantly affected employees' job satisfaction in the devolved functions. The null hypothesis (HO₃) was rejected. Recognition and enhancement of supervisory skills in the devolved functions, will realize a positive improvement of employees' job satisfaction in the County Government.

HO₄ There is no significant effect of interactional justice on job satisfaction of the employees working in the devolved functions.

Pearson's correlation was used in the analysis to test HO₄. The study established a strong positive correlation ($r=0.769$) and a significant relationship ($P=0.000\leq 0.05$) between interactional justice and job satisfaction. The HO₄ was, therefore, rejected. When the County Government promotes interactional justice in the devolved functions, there will be a significant improvement in employees' job satisfaction and therefore performance.

HO₅ There is no significant effect of the combined effect of procedural justice, communication, supervision and interactional justice on job satisfaction of the employees working in the devolved functions.

The study used a multiple regression analysis to test HO₅. The results of the analysis are presented in Tables 4.14 and 4.15.

Table 4.14: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.81	0.66	0.65	0.33

The R² value indicates how much of the dependent variable, "job satisfaction", was explained by the independent variables, "procedural justice, communication, supervision and interactional justice". In this case, the R Squared is 0.66 indicating that 66% of the variation in job satisfaction is explained by the independent variable. The difference, that is, 34% of the variation in job satisfaction is explained by factors that are not included in this study.

Table 4.15: Full Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig (p).
		B	Std. Error	Beta		
	(Constant)	1.29	0.15		8.71	0.00
	PJ	0.31	0.04	0.36	6.88	0.00
	Comm.	-0.05	0.03	-0.08	-1.70	0.09
	Sup	-0.04	0.05	-0.04	-0.76	0.45
	IJ	0.48	0.04	0.60	10.97	0.00

a. Dependent Variable: Job satisfaction

As indicated in Table 4.15, from the unstandardized coefficients, the following equation was developed:

$$y = 1.29 + 0.31x_1 - 0.05x_2 - 0.04x_3 + 0.48x_4 + \varepsilon$$

From the full regression model, the standardized coefficients indicate that procedural justice and interactional justice have a positive effect on job satisfaction whereas communication and supervision have a negative influence. Further, the results indicate that interactional justice has a greater effect on job satisfaction (Beta=0.60) followed by procedural justice (Beta=0.36), communication (Beta=-0.08) and supervision (Beta=-0.04). In conclusion, therefore, the hypothesis (HO₅) that there is no significant relationship between the combined effect of procedural justice, communication, supervision and interactional justice and job satisfaction is rejected. This is because procedural justice and interactional justice have a positive effect on job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The aim of this study was to assess the effect of selected motivational factors on job satisfaction of civil servants within government devolved functions in Nakuru County. The study established the following findings;

On demographic characteristics, the findings indicated that devolved functions had complied with the constitutional 30% gender requirement. Secondly, majority of employees were going past the middle age, which case should be critically handled to avoid future succession problems. Thirdly, the majority of the civil servants working in the devolved functions have O-Level education, indicating that despite of the liberalized higher education in Kenya, they have not taken advantage of the same to access the available facilities for competence and efficiency in service delivery. This jeopardizes service delivery in the County Government for lack of competent human capital for the achievement of high organizational performance. Lastly, the findings showed that the longest serving civil servants had worked for more than 16 years.

The first objective of the study was to determine the relationship between procedural justice and job satisfaction. The study established that the staffs working in the devolved functions were not served on the basis of equality manifested by biases in dealings with different employees. Decisions made either in or for the devolved functions were not based on the accurate information manifested by the failure by the County Government to correct inaccurate information because of lack of internal systems that can correct such inaccurate information. The devolved functions were not treated according to the set standards of ethics and morality resulting in employees' opinions being ignored at every level of decision-making process. Secondly, procedural justice significantly affected employees' job satisfaction rejecting the null hypothesis that there is no significant relationship between procedural justice and job satisfaction of the employees working in the devolved functions. When the County Government recognizes and enhances

procedural justice in the devolved functions, there will be a positive improvement in employees' job satisfaction which was measured affectively, cognitively and behaviorally.

The study established that employees working in the devolved functions were not affectively, cognitively and behaviorally satisfied with their jobs. Affectively, employees lacked a sense of belonging and emotional attachment to the County Government. Cognitively, employees did not value time spent in the County Government, co-workers, and failed to appreciate the benefit they get out of working in County Government and hence do not value the work they do. Behaviorally, employees were not willing to work in the County Government and actively sought for alternative employment elsewhere, came to work late, unwilling to work over-time and ready to participate in strikes.

The second objective was to find out the relationship between communication and job satisfaction. The study established that although the devolved functions had a well-designed communication system in place, the process did not serve employees effectively because of lack of adoption of new ICT technologies, making the system ineffective and by extension affected service delivery. Secondly, although communication positively affected employees' job satisfaction in the devolved functions in County, the relationship was not significant enough and therefore accepting the null hypothesis that there is no significant relationship between communication and job satisfaction of the employees working in the devolved functions.

The third objective of the study was to examine the relationship between supervision and job satisfaction. The study established that the supervisors were not fair in their supervisory roles which by extension made employees unfairly deal with their co-workers. The supervisors did not coach employees on their expected duties leading to lack of cohesion and accountability among employees. Secondly, supervision significantly affected employees' job satisfaction rejecting the null hypothesis that there is no significant relationship between supervision and job satisfaction of the employees working in the devolved functions. When the County Government recognizes and

enhances supervisory skills in the devolved functions, employees' job satisfaction will significantly be boosted.

The fourth objective of the study was to establish the relationship between interactional justice and job satisfaction. The study established that the employees disagreed on the existence of all the aspects of interactional justice in the devolved functions. Secondly, interactional justice significantly affected employees' job satisfaction in the devolved functions rejecting the null hypothesis that there is no significant relationship between interactional justice and job satisfaction of the employees working in the devolved functions. When the County Government promotes interactional justice in the devolved functions, it will automatically improve employees' job satisfaction.

The fifth objective was to determine the combined effect of procedural justice, communication, supervision and interactional justice. It was established that the aspects effected job satisfaction. This is because 66% of the variation in job satisfaction was explained by the independent variable, selected motivational factors.

5.2 Conclusions

The aim of this study was to assess the effect of selected motivational factors on job satisfaction of civil servants within government devolved functions in Nakuru County. The study established that all aspects of the selected motivational factors affect job satisfaction. However, it was established that HO₁ which stated that there is no significant effect of procedural justice on job satisfaction was rejected since there was a strong positive correlation ($r=0.68$) and a significant relationship ($p=0.000\leq 0.05$). This indicates that procedural justice significantly affects job satisfaction.

Further, HO₂ which stated that there is no significant effect of communication on job satisfaction, after computation of a Pearson correlation, was found to have a weak positive correlation ($r=0.33$) and a significant relationship ($p=0.000\leq 0.05$). This indicates that communication significantly affects job satisfaction.

HO₃ which stated that there was no significant effect of supervision on job satisfaction, at the computation of the Pearson correlation, indicated a moderate positive correlation ($r=0.48$) and a significant relationship ($p=0.000\leq 0.05$). This indicates that supervision moderately affected job satisfaction. Recognition and enhancement of supervision in the County will improve job satisfaction.

HO₄ which stated that there was no significant effect of interactional justice on job satisfaction was rejected since there is a strong positive correlation ($r=0.77$) and a significant relationship ($p=0.000\leq 0.05$). This shows that interactional justice significantly effected job satisfaction. Therefore, the promotion and enhancement of interactional justice will improve job satisfaction in the County.

HO₅ which stated that there was no significant relationship effect of the combined effects of procedural justice, communication, supervision and interactional justice on job satisfaction was rejected. As shown in the results of the analysis model summary, 66% of the variation in job satisfaction is explained by the independent variable, motivational factors. Further, from the full regression model it was established that procedural justice (Beta=0.36) and interactional justice (Beta= 0.60) have a positive effect on job satisfaction whereas communication (Beta=-0.08) and supervision (Beta=-0.04) have a negative influence.

5.3 Recommendations

5.3.1 Recommendation for Practice and Policy

On the basis of the findings of this study, the following recommendations are important as far as assessment of the effect of selected job motivational factors on civil servants' job satisfaction within government devolved functions in Nakuru County is concerned.

First, Civil Servants working in the devolved functions should be encouraged to take advantage of the liberalized Higher Education to sharpen their skills which will be a great asset both to the employees and the County Government in terms of performance and service delivery. The County Government should also come up with more innovative ways of sourcing for partnership for purposes of employing young and qualified

individuals to fill the existing gaps that are likely to cause a succession problem in future upon retirement of the older employees. Secondly, the study recommends that the County Government embraces a culture of procedural justice in terms of equal treatment of employees. This should be entrenched in the Devolution Policies and Strategies on Human Resources Development to address job dissatisfaction issues established from the study. The decision-making process should be done on the basis of accurate information achieved by developing an information system sensitive to inaccurate information thus improving performance and service delivery.

Thirdly, the Ministry of Devolution should entrench new ICT technologies in the policies and strategies which should be implemented by the County Governments by adopting these new technologies in its communication system which will enhance effectiveness in service delivery. Fourth, the County Government should re-design supervisory processes geared towards achieving fairness in dealing with employees in order to foster cohesion and accountability. This can be done by training both supervisors and employees to gain new skills that will assist in improving service delivery. The supervisors should also see themselves as coaches and mentors for them to positively influence employees.

5.3.2 Recommendation for Further Studies

A study on the factors affecting employee job satisfaction and its effect on turnover in the devolved functions to the County Governments in Kenya should be conducted. This is because the study did not concentrate on employees' turnover. The findings from this study will shed more light on which factor most affects employees' turnover.

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APPENDICES

Appendix I: Specimen Introductory Letter to the Respondents

Egerton University,
P.O. Box *****
Nakuru

Dear Sir/Madam

I am a postgraduate student pursuing a Masters of Human Resource Management of Egerton University. I am currently carrying out a research project on **“selected motivational factors influencing civil servants job satisfaction within government devolved functions in Nakuru County.”**

The purpose of this questionnaire is to gather information from employees working in the devolved government functions in Nakuru County. You have been selected as one of the respondents with that kind of knowledge and experience which will assist in providing the necessary data for the study. My supervisors and I assure you that the information supplied will be used for research purposes only and your name and views will be treated with confidentiality.

Thank you for your cooperation.

Daniel Nyantika
MHRM student

Appendix II: Questionnaire

Section A: Respondents Demographic Characteristics

1. Please indicate the devolved function for which you work
2. Please indicate your age 18-25 26-35 36-45 46-55 >55
3. Indicate your gender M F
4. For how many years have you been working?.....
5. What is your level of education? O-Level A-Level Degree
Masters PhD

Section B: Motivational Factors

The table below shows the factors that affect your level of job satisfaction in the devolved functions of government where you are currently working. You are required to give your level of agreement on each of the factors by ticking, where; 1 – SA – Strongly Agree, 2 – A – Agree, 3 – N – Neutral, 4 – D – Disagree, 5 SD – Strongly Disagree

procedural justice (Fairness in resolving issues)	1	2	3	4	5
	SA	A	N	D	SD
There is consistency in serving employees equally					
The County Government is not biased in dealing with employees					
There is collection of accurate information for decision-making					
Inaccurate decisions are corrected using existing framework					
There is conformation to standards of ethics and morality					
Opinion of all employees are sought in decision-making process					
Communication					
There is a well designed communication system					
The communication process serves employees effectively					
Communication enhances service delivery by employees					
Communication in my workplace uses modern ICT					
I receive fair treatment from my bosses					
The channels of communication is effective					

I usually get feedback in the communication loop					
Supervision					
The supervisors are fair					
Coworkers are fair in dealing with me					
Supervision is democratic					
Supervisors also act as coaches to inspire me					
Supervisors are friendly					
Supervision enhances employees cohesiveness					
Supervision support accountability at work					
Interactional justice (Behavior towards your job)					
My Supervisor is respectful of my views and ideas					
My supervisor is non-judgmental in supervision					
My supervisor treats me with respect					
I feel free to discuss my concerns with my supervisor openly					
My supervisor is a good coach in imparting new skills					
My supervisor is a good mentor in imparting new skills					

Section C: Job Satisfaction Indicators

The table below shows job satisfaction indicators in the devolved functions of government where you are currently working. You are required to give your level of agreement on each of the factors by ticking, where; 1– SA – Strongly Agree, 2 – A – Agree, 3 – N – Neutral, 4 – D – Disagree, 5 SD – Strongly Disagree

Job Satisfaction Measurement	1 SA	2 A	3 N	4 D	5 SD
Affective satisfaction (Emotional feelings towards your job)					
I am very happy working in the devolved function in the county					
I feel a strong sense of belonging					
I feel emotionally attached to this organization					
This organization makes me feel part of my family					
Cognitive satisfaction (Evaluation of aspects of your job)					
I value every time I spend in the county government					
I value everybody I work with					
I feel working in the county is more beneficial					
I value the county responsibilities given to me					
Behavioral satisfaction (Behavior towards your job)					
I am not seeking for greener pastures being comfortable here					
I do not see any reason going on strike at all					
I am always punctual reporting to my work place					
I am always willing to work extra time					