INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION IN THE MINISTRY OF INFORMATION, COMMUNICATIONS AND TECHNOLOGY IN NAIROBI, KENYA

BY

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ABSTRACT

Due to increased competition in the global economy, workforce diversity, awareness by stakeholders and demand for better services, the Government of Kenya has introduced reform agenda to transform the civil service. Human Resource Management (HRM) practices play a very crucial role in improving employee job satisfaction leading to achievement of organization's goals. As a result MoICT needs to adopt new and innovative practices in order fulfill her mandate of making Kenya a world class excellence in ICT. However, MoICT records such as attendance register show that some staff report late for work, are absent and customer feedback forms indicate that there is increased customer complaints. Such problems are indicators of lack of employee job satisfaction, which can be resolved by use of best HRM practices. However, studies carried out in the public sector in Kenya on employee job satisfaction have looked at HRM practices such compensation, training and development and employee retention strategies and not specifically at the objectives in this study such as employee empowerment, merit based promotions, job rotation and performance based pay. Therefore as a result of lack of such knowledge, the studies cannot be replicated to help solve the problems being encountered at MoICT. The main objective of this study was to determine the influenceof HRM practices on employee job satisfaction at MoICT. Specific objectives are to determine the influence of employee empowerment, job rotation, merit-based promotion and performance based pay on employee job satisfaction. Relationship between independent, dependent and intervening variables has been presented in a conceptual framework. The study was anchored on Hertzberg's Dual Structure Theory. Descriptive research design was adopted. A sample of 54 respondents was drawn using stratified random sampling technique from target population of 272 employees, with a response rate of 43 respondents. Primary data collected using structured questionnaires was analyzed using descriptive statistics. Reliability test achieved a coefficient of 0.751 which illustrates that scales were valid and reliable because they exceeded reliability values prescribed threshold of 0.7. Study findings revealed that employee empowerment, merit based promotion, job rotation and performance based pay had an influence on increased job satisfaction given their mean of 3.96, 3.9., 3.9, and 3.7 respectively. The study therefore concludes that HRM practices influence employee job satisfaction to a great extent. The study therefore recommends that HRM practices such as employee empowerment, merit based promotion, job rotation and performance based should be practiced in order to achieve increased levels of job satisfaction.

CHAPTER ONE: INTRODUCTION

1.1   Background of the Study

Organizations operate in highly dynamic environments, and success is dependent on competitive advantage. Employees play an integral role in achieving the competitive advantage. Khan (2010) revealed that there is need of an approach to achieve better performance, to originate and implement HRM practices in order to achieve competitive advantage. HRM practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage.

Human Resource Management (HRM) Practices are a set of policies and practices which boost up the firms human capital to contribute in achieving of business objective (Gurbuz, 2009). According to Meyer & Allen (1997), HRM practices involve open communication, organizational investments in individual employee's training, decision-making and participation, promotion opportunities, and the use of performance contingent rewards. HRM practices is one area that influences employees' intention to leave, levels of job satisfaction, and organizational commitment (Huang, 2000). Harter et al., (2002) posits that HRM practices can generate increased knowledge, motivation, synergy and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm. Spector (1997) maintains that analyzing employee satisfaction or needs offers a clearer picture on how strategies and policies should be devised, which makes it pertinent in drafting appropriate human resource policies that enhance job satisfaction and increases organization performance.

1.1.1 Human Resource Management Practices

Employee empowerment is defined "as sharing with front-line employees the information about an organization's performance, knowledge that enables employees to understand and contribute to organizational performance, information about rewards based on the organization's performance, and giving employees the power to make decisions that influence organizational direction and performance" (Ugbaro and Obeng, 2000). The purpose of empowerment is to increase the authority, knowledge, motivation related to the work of employees so as to enhance the contribution of employees to company and

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customers' satisfaction (Jhul et al., 1997) and at the same time to increase the self-respect, confidence and loyalty towards the company.

Engagement in initiative-taking and acceptance of responsibility should be encouraged by management even at the cost of employees making mistakes (Spatig, 2009). Management empowers their employees by decentralizing decision-making and by involving them in organizational decisions. Kim et al. (2009) clarifies how employees' initiative-taking disposition can lead to positive outcomes such as creativity and positive feelings of organizational membership. Fernandez and Moldogaziev (2013) shed light on the reasons organizational practices of empowerment may lead to a more efficient and effective workforce.

Even though the studies have concluded that employee empowerment increases creativity and initiative, enables employees to make decisions, to have control over their working life and sharing of power, knowledge and reward sharing they have not pointed out if it can be replicated in a government ministry such as MoICT, and if leadership has any influence.

Merit-based promotions refer to non-monetary rewards through which an organization tangibly signals its appreciation of quality work and achievements. Promotion is a shifting of employee for a job of higher significance and higher compensation (Lazear, 2000)". "The movement of an employee upward in the hierarchy of the organization that leads to enhancement of responsibility and rank and an improved compensation package is a promotion." Many researchers give their opinion that job satisfaction is strongly correlated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction (McCausland, 2009). Ali and Ahmed (2009) verified that there is a statistically significant relationship between reward, promotions and satisfaction. However, according to Blau and DeVaro (2007), promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself, other than on factors accompanying the promotion, such as bigger office or acknowledgement of work well done.

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Even though other studies have confirmed that merit based promotion involves shifting an employee to a higher significance and compensation and enhances responsibility, they have not shown if merit based promotion can be used as reward for highly productive workers in a government ministry.

Job rotation can be defined as working at different tasks or in different set periods of time (Jorgensen, et al., 2005) in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies. Hence rotating employees to different positions is a good way to motivate employees, decrease boredom, give them a sense of belonging, create commitment and increase employee satisfaction (Campion et al., 1994).

Studies have alluded that job rotation involves lateral transfers leading to acquisition of knowledge, skills, competencies, motivation, decreased boredom and creates a sense of belongingness. However, since the studies were not conducted on private institutions, it has not been confirmed if the findings are applicable in a government set up and also if job rotation increases an employee's problem solving technique.

Performance based pay is a type of compensation system having two major types: pay for group performance (team based pay and gain sharing) and pay for individual performance (e.g., merit pay, lump sum bonus, promotion based incentives and variable pay) (Henderson, 2009; Milkovich & Newman, 2009). However these pay systems have different types, they use similar criterion to allocate pay, which is when an employer rewards additional pay to basic pay in order to meet high performers' needs and expectations (Chang & Hahn, 2006). Research in pay for performances highlights that properly implemented pay for performance characteristics may positively affect job satisfaction (Janssen, 2001). For example, participation in pay systems is often seen as an employer who encourages employees in different hierarchical levels and categories to discuss and share information processing, decision-making, and/or problem-solving activities related to pay systems (Ismail et al., 2007).

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Recent studies about pay administration were done using different samples, such as 115 sales people (Pettijohn, Pettijohn & d'Amico, 2001), faculty members in institutions of higher education (Terpstra & Honoree, 2008), and public servants in US public agencies (Boardman & Sunquist, 2009). Findings from these studies found that participation style in pay decisions (e.g. open discussion and explanation in evaluation methods, faculty committee and clarity of the benefits of the merit pay) had provided more opportunity for employees to determine pay rates had increased job satisfaction in the organizations (Boardman & Sunquist, 2009). However, even though numerous studies have been done, little is known about the role of performance based pay as an antecedent of job satisfaction in performance based pay literature (Adams, 1963 & 1965; Ismail et al.,2007; Shaw, Duffy, Jenkins and Gupta, 1999).

The above studies have alluded that participation in making decision for performance based pay and rewarding highly productive workers leads to job satisfaction. However, they have not confirmed if the type of performance based pay affects job satisfaction.

1.1.2 Job Satisfaction

According to Haque and Taher (2008), the most referred definition of job satisfaction was offered by (Locke, 1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job. Job Satisfaction is also defined by Weiss (2002) as "an evaluative judgment one makes about one's job or job situation". According to Aziri (2011), job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction is important for all organizations no matter whether public or private organizations both in developed and underdeveloped countries. Job satisfaction is vital not only for employees but employers as it decreases employee turnover and increases productivity. Job satisfaction has been assumed to be a factor leading to organizational

commitment, overall organizational success and development, growth, effectiveness and efficiency of the organization and low worker's intention to leave the organization (Ahmed, 2010).
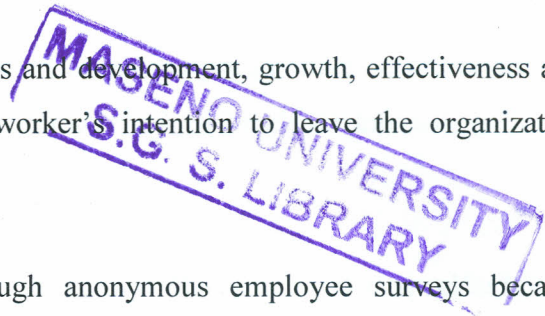
An assessment of job satisfaction through anonymous employee surveys became commonplace in the 1930's, although only a few studies were published (Latham & Budworth, 2007). Since then, job satisfaction has been widely studied area across many academic disciplines, including psychology, sociology, economics, and the management sciences. Researchers have shown that satisfied employees are more productive, (Appelbaum and Kamal (2000), deliver higher quality of work (Tietjen and Myers, 1998), and improve a firm's competitiveness and success (Garrido et al., 2005). Conversely, unsatisfied workers are more frequently late for work, absent from work, and motivated to leave the firm (Blau, 1994 & Lee, 1998). An employee's well-being has a significant impact on the performance and survival of organizations. It reduces costs relating to illness (Danna & Griffin, 1999), absenteeism, effort and turnover (Spector, 1997), interpersonal behavior and importance of the job (Judge & Watanabe, 1993).

1.1.3 Human Resource Management and Employee Job Satisfaction

Tan and Nasurdin (2010), acknowledge that effective human resource management practices are significant in extracting positive work behaviours among employees, which as a result lead to enhanced firm performance. Gerhart (2005) suggests that productive labour and or organizational performance are positively linked to diverse features of human resource management systems such as recruitment and selection, training programs, performance evaluation, compensation and benefits, and innovative practices. Harter, Schmit, and Hayes (2002) posits that human resource management practices can generate increased knowledge, motivation, synergy and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm.

While much research has been carried out in Europe and North America, the research in developing countries finds that the factors that explain employee satisfaction are much the same. Several authors point out that research needs to be conducted in others contexts (Ericksen & Dyer, 2005). Robert (2009), Wallace, Hartel, & Abbott (2010)

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alludes that in the Western Europe and the US employee job satisfaction levels remains relatively high whereas there is evidence of lower overal levels of job satisfaction in outside countries.

In the United Kingdom a study carried out by Gould (2004) found that specific human resource practices in local government organizations were associated with a greater degree of job satisfaction, workplace trust, commitment, effort and perceived organizational performance. This current study however is looking at employee job satisfaction in relation to employee empowerment, merit based promotion, job rotation and performance based pay, the former study was also done in a developed country, the current study will be done in a developing country.

According to Steijn (2004), human resource practices have a positive effect on job satisfaction of the employees of Dutch public sector, where individual characteristics such as gender, age, and education are insignificant on job satisfaction. However, the study analyzed the association of intrinsic motivation factor such as age and education with job satisfaction leaving a gap for the extrinsic factor to be examined. The current study on noting the gap proposed to look at the influence of extrinsic factors such us empowerment and job rotation on job satisfaction.

HRM in Africa has had a delayed start when compared to the new wave of Europe and North America in the 1980s judging from available literature. Researchers, including Kamoche (2002) have paved way for a lot more work to be done on HRM practices in Africa. Kamoche (2002) argued that the study of HRM in Africa can best be understood by examining the basis upon which knowledge is created and utilized in organizational phenomena thus critically looking at the status of organization theory and strategic management.

One study that came so close to the current study was the one done by Edgar and Geare (2005) who examined human resource management practices on employee attitudes such as organization commitment, job satisfaction, and organizational fairness in New

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Zealand. It identified that HRM practices had a significant impact on organizational commitment, job satisfaction and organizational fairness. Their study however examined employee attitude, which is different from the objectives being examined in the current study.

Public organizations all over the world operate in highly dynamic environments, characterized by factors such as increased globally demanding stakeholders, increased workforce diversity, shortage of critical skills as well as technological innovations (Mayfield & Mayfield, 2002). The above factors have compelled public sector organizations to formulate and implement strategies for improving their performance (Yee, Cheng, & Yeung, 2008). Okanya (2008) posits that one such strategy is to have employees who are highly satisfied with their work. Many scholars and practitioners believe that good HRM practices result in improved levels of job satisfaction which results into improved organization performance (Appelbaum, Bailey, & Kalleberg, 2000). An organization needs to invest in such practices substantially and considerably in order to achieve a competitive advantage. Measuring employee's satisfaction with their job and key dimensions of their work is an important gauge of the extent to which HRM practices are increasing and promoting employee well-being and job satisfaction.

According to the Kenya Institute of Policy and Research Analysis (2013) it was noted that overall job satisfaction that an individual derives from an organization is the most important determinant of whether the individual decides to quit or stay in the public sector and that an increase in the proportion of workers who are satisfied in public sector would result in about 19 per cent reduction in turnover in the public sector (17 per cent in the reduction in the public service). According to Chepkilot (2012), poor work performance has been a major concern to the Government and Kenyan people, with the problem indicators including absenteeism from work, lateness, corruption, theft of government property, high rate of complaints, low quality work output and high turnover of professional staff. According to Welsch & La Van (1981) public sector workers are usually shown to be lower in job satisfaction and organizational commitment relative to their counterparts in the private sector.

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The new public service and new governance demands primary transformation in those factors which are influencing individual performance (Moynihan & Pandey, 2007). However, managers have limited tools to maintain and inspire their employees, because civil service regulations limit the capacity to identify and reward them through salary, up-grading or bonuses.

1.1.4 The Ministry of Information, Communications and Technology

The MoICT has its headquarters in Nairobi Kenya, Telposta Towers 10th Floor, Kenyatta Avenue on Latitude of -1.29207 and Longitude of 36.82.95, with offices spread throughout the counties. A map showing the longitude and latitude is attached (Appendix I). The MoICT falls under the public service. The Ministry's mandate is derived from Executive Order No.2 of May 2013 whose functions include, Information, Communications and Technology (ICT), broadcasting, language management policies, public communications, promotion of e-government, ICT training and standards development and administration, development of national communications capacity and infrastructure, provision of public relations services, promotion of software development industry, telecommunications and fiber optics infrastructure among others.

The vision of the MoICT is to make Kenya a world class of excellence in ICT. Their mission is to develop Kenya as a globally competitive and prosperous nation by creating an enabling environment that encourages and enhances the development, expansion and use of Information Communications Technologies.The Ministry has nine (9) Semi-Autonomous Government Agencies (SAGAs) and four (3) departments namely Administration, Department of Public Communications and Department of Information.

MoICT records such as attendance register show that some staff report late for work, are absent and customer feedback forms indicate that there is increased customer complaints. Such problems are indicators of lack of employee job satisfaction. However, in spite of these problems there has not been a study to determine the extent of the influence of HRM practices on job satisfaction. It is through identification of the levels of employee job satisfaction that the management of MoICT can adopt those HRM practices that enhance employee job satisfaction. HRM practices amongst other ways of managing

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employees contribute to increased job satisfaction. This study therefore seeks to determine the human resource management practices that could be adopted in MoICT and other organizations facing similar problems to increase levels of employee satisfaction and in turn lead achievement of performance targets and increased productivity.

1.2 Statement of the Problem

Due to increased competition in the global economy, workforce diversity, awareness by stakeholders and demand for better services, the Government of Kenya has introduced reform agenda to transform the civil service. This therefore requires that MoICT adopts practices that support such transformation. Human Resource Management practices may contribute to the desired transformation of the public service. Many scholars and practitioners believe that good HRM practices result in improved levels of job satisfaction which leads to improved organization performance. When employees' needs are not satisfied or when the outcomes are unsatisfactory, frustration may be experienced leading to negative attitudes towards employment. Measuring employee's satisfaction with their job and key dimensions of their work is an important gauge of the extent to which HRM practices are increasing and promoting employee well-being and job satisfaction. Literature review has demonstrated that theoretical relationship between HRM practice and employee work related attitudes remains poorly developed. HRM has been considered a critical factor that affects employees' level of commitment, intentions to leave and amount of job satisfaction. MoICT needs to adopt new and innovative practices in order fulfill her mandate of making Kenya a world class excellence in ICT. However, MoICT records such as attendance register show that some staff report late for work, are absent and customer feedback forms indicate that there is increased customer complaints. Such problems are indicators of lack of employee job satisfaction, which can be resolved by use of good HRM practices. However, studies carried out in the public sector in Kenya on employee job satisfaction have looked at HRM practices such compensation, training and development and employee retention strategies and not specifically at the objectives in this study such as employee empowerment, merit based promotions, job rotation and performance based pay. Therefore as a result of lack of

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such knowledge, the studies cannot be replicated to help solve the problems being encountered at MoICT. HRM practices together with other strategies of managing employees contribute to increased job satisfaction. This study therefore seeks to determine the human resource management practices that could be adopted in MoICT and other organizations facing similar problems to increase levels of employee satisfaction and in turn lead achievement of performance targets and increased productivity.

1.3 Objective of the Study

The main objective of the study was to determine the influence of human resource management practices on employee job satisfaction in the MoICT in Nairobi, Kenya.

1.3.1 Specific Objectives

This study was guided by the following specific objectives:

i. To determine the extent of the influence of employee empowerment on job satisfaction among employees at the MoICT.

ii. To determine the extent of the influence of merit-based promotions on job satisfaction among employees at the MoICT.

iii. To determine the extent of the influence of job rotation on job satisfaction among employees of the MoICT

iv. To determine the extent of the influence of performance based pay on job satisfaction among employees at the MoICT

1.4. Research Questions

i. What is the extent of the influence of employee empowerment on job satisfaction among employees at the MoICT?

ii. What is the extent of influence of merit-based promotions on job satisfaction among employees at the MoICT?

iii. What is the extent of the influence of job rotation on job satisfaction among employees at the MoICT?

iv. What is the extent of the influence of performance based pay on job satisfaction among employees at the MoICT?

1.5. Scope of the Study

This study was carried out among the employees at the MoICT in Nairobi, Kenya. The study will target all cadres of employees.

1.6 Justification of the Study

The study will be useful to the government, as it will provide important knowledge in formulation of policy and regulatory framework on implementing HRM systems and pave way for identification of those aspects of the various sectors for which change might be expected to improve employee satisfaction in government ministries. The MoICT will use the study to implement the HRM practices to increase employee job satisfaction. Researchers and scholars can use this information to add to their understanding on HRM policies in government ministries. The study has also enabled the researcher to meet course objectives.

1.7 Conceptual Framework

The conceptual Framework Figure 1.1 presents the relationship between the study variables.
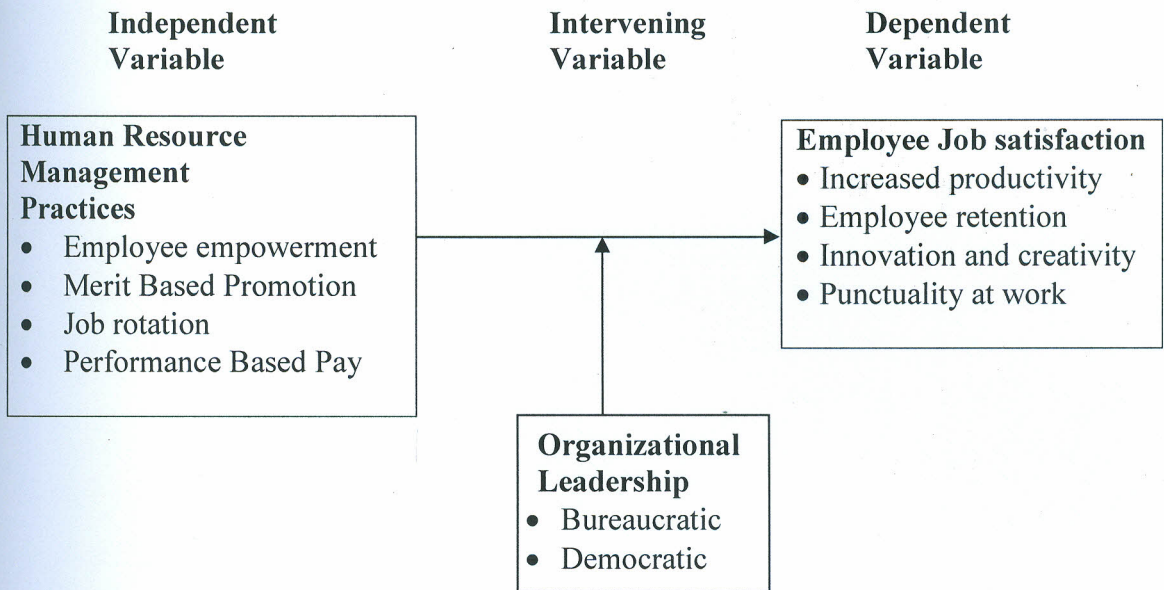
Independent Variable	Intervening Variable	Dependent Variable

Human Resource Management Practices
- Employee empowerment
- Merit Based Promotion
- Job rotation
- Performance Based Pay

Employee Job satisfaction
- Increased productivity
- Employee retention
- Innovation and creativity
- Punctuality at work

Organizational Leadership
- Bureaucratic
- Democratic

Figure 1.1: Relationship between human resource management practices and employee job satisfaction (Adapted from Syed and Yah (2012).

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In the Figure 1.1, the independent variable is the human resource management practices whose indicators are employee empowerment, job rotation, merit based promotion and performance based pay. The independent variable being investigated is employee job satisfaction whose indicators include increased productivity, employee retention, punctuality at work innovation and creativity. Both variables, human resource management practices and employee job satisfaction may be affected by organizational leadership which is the intervening variable.

CHAPTER TWO: LITERATURE REVIEW

This chapter presents theoretical review of the variables of the study and empirical review of the objectives used in the study.

2.1   Theoretical Review

The study was anchored on the Hertzberg's Dual-Structure Theory, Affect Theory and Dispositional Approach Theory that was used to understand the relationship between human resource management practices and employee satisfaction.

2.1.1 Hertzberg's Dual-Structure Theory

This theory was developed by Frederick Herzberg in the late 1950s and 1960s. The theory which is also known as the 'Two Factor' Theory has played an important role in influencing manager's decisions on employee motivation. Hertzberg's theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. 'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, 'hygiene' factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction.

Herzberg and his associates carried out the theory by asking around 200 accountants and engineers in Pittsburg to recall times they felt satisfied and motivated by their jobs and times they felt dissatisfied and unmotivated. He also asked them to describe reasons behind those good and bad feelings. Herzberg found out that 'entirely different' factors were related to the employee's feelings about their jobs. For example those who stated they were not satisfied because their jobs were 'low-paid' would not necessarily identify 'high-pay' as a cause of satisfaction and motivation. Those people claimed that factors such as recognition or achievement were some of the main causes of job satisfaction and motivation.

His findings led to the conclusion that traditional view on job satisfaction and dissatisfaction, motivation and un-motivation was 'incorrect'. He was of the view that the opposite of job satisfaction is not job dissatisfaction, but rather no job satisfaction and the opposite of job dissatisfaction is not job satisfaction, but no dissatisfaction. Thus the two dimensions led him to call the theory the 'Dual-Structure' Theory.

Herzberg claimed that the primary factors that cause satisfaction are called motivation factors such as achievement and recognition. Their presence results into job satisfaction and motivation, whereas their absence leads to feelings of no satisfaction rather than dissatisfaction. The other set of factors is called hygiene factors, which refer to things such as job security, pay and working conditions. Where these factors are lacking, people will be dissatisfied, and if they are present there will be feelings of 'no dissatisfaction', rather than satisfaction, and if they are present, there will be feelings of 'no dissatisfaction' rather than satisfaction.

2.1.2 Affect Theory

Affect Theory was developed by Edwin A. Locke in 1976. It is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are or are not met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both negatively (when expectations are not met) and positively (when expectations are met), compared to one who doesn't value that facet. To illustrate, if Employee B values autonomy in the workplace and Employee A is indifferent about autonomy, then Employee B would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee A. This theory also states that if too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

2.1.3 Dispositional Approach

The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins raised apart have similar levels of job satisfaction. A significant model that narrowed the scope of the dispositional approach was the Core Self Evaluations Model proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four core self evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

2.2.1. Human Resource Management Practices and Employee Job Satisfaction

The main argument of human resource management practices is that firms can attain superior flexibility, higher product quality, and superior performance although remaining cost competitive by encouraging employees to work harder and using the skills and information of their employees more effectively through moving decision authorities closer to those who have the relevant information. HRM practices affect the level of job satisfactionof the employees. Petrescu and Simmons (2008) examined the relationship between HRM practices and workers overall job satisfaction and their satisfaction with pay. The result indicated that several HRM practices uplift a workers overall job satisfaction and their satisfaction with pay.

It has further been assumed that human resource management practices are "win-win" methods that do not only benefit employers but also their employees through higher wages and increased job satisfaction. The advocates of best practices state that there are

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certain HRM practices appropriate to every organization, leading to best outcomes. Delaney and Huselid (1996) summarize that, HRM best practices are aimed to improve the overall performance of employees within the organization, ultimately resulting in increased organizational performance. Delaney and Huselid (1996) carry on by stating that commitment plays a major role within HRM best practice. Commitment shown by the employer with regard to areas such as training and development for example, is as a result reciprocated by the employee, with this increased commitment toward the organization, performance increases as employees are more skilled and committed to the profession, resulting in a 'win – win' situation for both parties.

According to Sancar (2009) job satisfaction can be seen as an amalgamation of intrinsic and extrinsic motivation. It has to be noted that the concept of intrinsic and extrinsic motivation is based on theories of motivation which is commonly used (Worrell, 2004; Bull, 2005; Tshose, 2001) to elucidate the concept of job satisfaction. According to Mc Shane and Glinow (2005), job satisfaction refers to how employees perceive their jobs. It is an emotional state resulting from experiences at work. If employees experience high satisfaction with their jobs, it may create a pleasurable emotional state and a positive reaction with the organization (Feinstein, 2002).

2.2 Employee Empowerment

A human resource management practice of sharing information, rewards, and power with employees in order that they can take initiative and make decisions to solve problems and improve performance. Empowerment is based on the idea that giving employee resources, skills, authority, opportunity, motivation, as well embracing them to be responsible and answerable for results of their actions, will contribute to their capability and satisfaction. Empowerment plays an important role in organizational development and as a result since 1980 has attracted the attention of many researchers (Coony, 2004). The review of literature shows that the process of empowerment increases creativity and initiative of individuals and committed individuals to work more and increases job satisfaction (Wang, 2012). If employees are satisfied with their jobs, they will volunteer to help others and will conduct their duties very well (Hamidizadeh, 2012). Due to environmental changes and increasing global competition, most managers have focused

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on the theme of employee empowerment, because employees who are empowered, committed, skilled and motivated adapt to better themselves with the changes and to compete (Abdollahi, 2006).

For an organization to be effectively empowered, management must adopt high involvement practices where power, knowledge, information, and rewards are shared with employees in the lower levels of the organizational hierarchy. Bogler and Somech (2004) identified six dimensions of empowerment such as: decision-making, professional growth, status, self-efficacy, autonomy and impact. They found professional growth, status and self-efficacy to be significant predictors of organizational and professional commitment. Yukl and Becker (2006) have outlined a few facilitators for effective empowerment: informal organizational structure, flexible, participative and learning culture; reward and recognition system; non-routine and challenging jobs; access to resources and funds; degree of autonomy and selection of leader; leader as a role model; and mutual trust. If managed effectively, leadership can act as an important driver of the empowerment process (Ahearne, Mathieu & Rapp, 2005).

Arnold et al (2000) have found that empowering team leaders is by giving emphasis to coach, inform, lead by example, show concern, and encourage participative decision-making. Hence, empowered employees report higher job satisfaction (Aryee& Chen, 2006), higher level of commitment (Avolio, et al, 2000) and fosters innovation and creativity (Carter, 2009). Commitment has been examined as a determinant of job performance and organizational citizenship behavior (Meyer, Becker &Vandenberghe, 2004). In fact, the rationale for introducing HR policies is to increase the level of employee commitment so that positive outcomes can ensue (Muthuveloo & Rose, 2005). Work, supervision, and co-workers as well as pay are found to be important elements that influence the level of employees' commitment but better career prospects and opportunities for training and education are found to be positively related to commitment (Caldwell et al. 1990). These strongly reflect management that must empower their employees so that they can be motivated, committed, and assist the organization in achieving its objectives.

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Kim (2002) surveyed 1576 employees who worked for Clark County, Nevada and asked them about their job satisfaction and participation in decision making. The results showed that the manager's use of a participative practice in decision making correlated positively to job satisfaction. Asta & Zivile, (2011) examined the HRM linkage between organizational commitment and job satisfaction. Empirical result indicated that enhancing of skill, motivation and engagement of HRM practices have positive relations with effective job satisfaction.

Gurbuz (2009) examined the impact of HRM on job satisfaction on a sample of 480 blue collar employees of 35 large firms of Istanbul, Turkey, by looking at variables of empowerment, team work, job rotation, participation and contingent compensation. Empirical results showed that the main variable for job satisfaction of employees is participation of employees in decision making.

Godard (2001) based on a telephone survey of 508 employees in Canada collected in 1997, studied the effects of innovative workplace practices on an extensive number of indicators for a workers' well-being. His findings indicate that a moderate use of human resource management practices increases workers' belongingness, empowerment, task involvement, job satisfaction, esteem, commitment, and citizenship behavior.

Padala (2010) did a study to identify various parameters for employee job satisfaction and organizational commitment. The study found out that employees are positively committed towards their organization. Determinants such as age, education, nature of the job, length of service and income have negative relations with employee job satisfaction and high degree of organizational commitment.

On the influence of employee empowerment on job satisfaction, the review of literature shows that the process of empowerment increases creativity and initiative of individuals and committed individuals to work more and increases job satisfaction (Wang, 2012). If

employees are satisfied with their jobs, they will volunteer to help others and will conduct their duties very well (Hamidizadeh, 2012).

The type of leadership determines the kind of practices that exist or are adopted for use in an organization. The government, where MoICT belongs is gradually shifting away from bureaucratic type of leadership, where policy and decision making was a preserve for only the top management. The MoICT has various work teams and committees who deliberate and make decisions affecting various sectors of the Ministry. However, even though decision-making is part of the employee empowerment process, junior officers are not involved in decision making, since they are not incorporated in the work teams. The MoICT has also not taken cognizance of other aspects of employee empowerment such as information and resource sharing, mainly because dissemination of information and distribution of resources is not cross-cutting but limited to departments, thus creating lack of inter-leakages in the whole organization.

None of the studies reviewed on employee empowerment did a study in the context of a developing a country and therefore their study findings cannot be generalized to the developing country as work environments and strategies differ in the developed and developing countries. The current study seeks to fill the gap by conducting a study in a developing country a case of MoICT.

2.3 Merit-Based Promotion

Merit-based promotion refers to non-monetary rewards through which an organization tangibly signals its appreciation of quality work and achievements. Promotion is shifting of employee for a job of higher significance and higher compensation (Lazear, 2000). "The movement of an employee upward in the hierarchy of the organization that typically leads to enhancement of responsibility and rank and an improved compensation package is a promotion." Another definition of promotion is "the reassignment of an employee to a higher-rank of job (McCausland, 2009).

On the effect of merit based promotions, the reviewed literature revealed that job satisfaction is strongly correlated with promotion opportunities and there is a direct and

positive association between promotional opportunities and job satisfaction (McCausland, 2009).

Many researchers give their opinion that job satisfaction is strongly correlated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction (McCausland, 2009). The reliance of the positive correlation between promotion and job satisfaction is on perceived justice by workers. A significant facet of career of an employee is promotion that affects other aspects of experience of work. They make up of a vital facet of mobility of labor related to workers, most frequently having considerable increment of wages (Miceli, 2000). Pay satisfaction and satisfaction related to job security both are most significant categories of job satisfaction for ascertaining give-ups regarding future, whereas satisfaction with regard to promotion opportunities is not a major factor (Moen et al, 2005). Dissatisfaction in regard to opportunities for training and promotion is strongly influenced by the purposes for give-up as compared to dissatisfaction regarding workload or pay by employing data of cross-sectional nature. Merely a small number of papers are assessing the influence of promotions on satisfaction of job on the whole (Oettinger, 2001). Few managers make estimation about the impact of promotions on satisfaction of workers, by concentrating on satisfaction regarding promotion. Managers who have been promoted feel more satisfaction with opportunities regarding promotion and have more expectations for future promotion (Oettinger, 2001).

Deeprose (1994) is of the view that "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible." Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Bull (2005) hypothesizes a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having a proper rewards and promotions at their job. Ali and Ahmed

(2009) verified that there is a statistically significant relationship between reward, promotions and satisfaction.

Awang et al, (2010) examined the impact of job satisfaction of university lecturers on their commitment towards academic activities by looking at promotional opportunities, workload and relationship with colleagues. The study confirmed that there is a significant relationship between job satisfaction and work commitment.

Zulfqar et al., (2011) studied the relationship between HRM practices (performance evaluation, compensation and promotion) and employee perceived performance in the banking sector of Pakistan. The findings of the study indicated that employee perceived performance and HRM practices has a positive and significant relationship.

From the above literature, objectives of one study were on promotional opportunities, workload and relationship with colleagues. In another study, the objectives were performance evaluation, compensation and promotion. None of the studies looked at merit based promotion as a human resource practice as they all examined other HRM practices like compensation, promotion , performance evaluation etc.

Even though the studies confirm that merit based promotion leads to employee job satisfaction, they are not based on a government institution set up. The MoICT handles promotions of junior and middle management, whereas promotions of senior management are handled by an independent body. It would be important to determine the influence of a merit based promotion at MoICT, which can then be replicated in other government ministries. An employee may be promoted on merit after serving diligently on one job group for a specified period of time. However, even though an employee has put up exemplary performance, there is no guarantee for promotion on merit. Also, sometimes vacancies on which an employee can be promoted against do not often arise, and if they do there is competition and biasness.

2.4 Employee Job Rotation

Olorunsola (2000) defines job rotation as a strategy to achieve skill diversity by objective organizational learning. Implementing job rotation, diversifying job skills, minimizing monotony and thus increasing motivation result in employees' personal achievement, higher output, decreased absence rate and higher level of acceptance. Optimal implementation of job rotation followed by motivational payments based on learning skills by employees not only increases human capital but also drives out the organization from inactivity and monotony and results in satisfaction and as a result, increased efficiency and effectiveness. Thus, the importance of multi-lateral consideration toward skill diversity, in terms of improving intellectual capital and motivation, greatly influences final performance of employees in an organization.

When looked at in its entirety, from the angle of employees undergoing rotation the most important associated advantage of differentiation at work is the prevention of monotony and loss of motivation (Azizi et al, 2009). Job rotation has found wide acceptance as a means of reducing monotony. Moving from one position to another for set periods results in mobility, new skills, a new working environment, new social dialogue, new experiences, new professional fields, removes the employee from going through the same motions for long periods of time, and increases morale and motivation (Adomi, 2006). Going away from psychologically negative effected job/position provide relief and decrease stress (Aryanezhad et al, 2009). In simple, shaped with certain boundaries, jobs giving low or no autonomy, employees are more exposed to stress and monotony arising from the structure or the content of the work, and this is known to be a cause of job dissatisfaction (Abdel-Halim, 1981). Implemented to minimize monotony, rotation and the resultant increase in employee motivation leads to personal development, higher quality work output, low rate of absenteeism and a higher level of job acceptance (Umstot and Mitchell, 1978).

The research performed by Eriksson and Ortega (2006) indicated that job rotation applications support both employee learning and the employer learning. It is a training means of facilitating the acquisition of skills to make the work productive. By working

in more than one department or section at set intervals and learning by actually doing the work oneself, makes it easier to acquire the knowledge and skills related to many functional areas of the organization (Bennett, 2003, Eguchi, 2005). Job rotation makes people in different functional areas more connected. It also provides individuals with a better knowledge of the other parts of the business. Hence the greater job rotation, the more consensus is created between workers, which influences the interpretation of information and provides a mechanism for organizational learning (Weerd-NederHof et al, 2002). In this perspective, the learning is affected in two dimensions, by periods in various departments with the routine procedural processes and also the accumulation of the employee's personal experience in the related departments. In comparison with other learning methods, training by rotation allows for better development of knowledge, skills and competencies, and provide opportunities to be applied at work. This supports the creation of an infrastructure for the employee with higher motivation and performance (Ortega, 2001).

The Government of Kenya, where MoICT falls under has formulated a policy where an employee is transferred from one institution to another in an endeavor to curb corruption and malpractices, as well as reap the benefits of job rotation such as decreased work monotony, skills development, and achieve higher output. However, staff are employed against designated jobs, therefore it is only possible to move an employee from one station to another, without changing the nature of job they are expected to do. The MoICT can only transfer an employee between departments, where an employee continues to do the same job, therefore no new skills are learnt. Also, work done by the same cadre of staff is of the same nature in all the departments.

In the study by Khan et al., (2014), to investigate the relationship and effect of job variables; rotation, job performance and organizational commitment among employees working in banking sector in Pakistan, they found out that when job rotation within the working environment is increasing, employees commitment to the organization is also increasing, which in turn increases loyalty of the employees within the organization.

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Adomi, (2006) conducted a study on job rotation in seven Nigerian University Libraries with a sample of 67 professional librarians. He concluded that job rotation improved effectiveness and productivity of employees and organizations. Staff learnt new skills and overcame boredom and job dissatisfaction. However, some respondents reported that they have not been rotated for years.

The study on the effects of job rotation practices on employee development, an empirical study of nurses in hospitals in Vellore District by Mohan & Gomathi, (2015), provided additional insights into the relationship between job rotation practices and employee development among the nurses, due to increased monotony, increase in knowledge, skills and competence, and development of social relationships.

However, the literature reviewed Khan et al., (2014) and Adomi, (2006) studied job rotation variables but not the relationship between job rotation and employee satisfaction, which presents a gap for study.

2.5 Performance-Based Pay

Rewarding employees based on their performance enhances firm performance. Lazear (2000) found that high-performance organizations persistently sought to recognize and reinforce valuable contributions made by employees. Compensation is a strategic human resource management issue where it is also known as salary and wages, remuneration, reward and/or pay system. These terms are often used interchangeably in organizations, but their meaning is similar (Bergman & Scarpello, 2002; Milkovich & Newman, 2009). Performance based pay is a type of compensation system where it has two major types: pay for group performance (team based pay and gainsharing) and pay for individual performance (e.g., merit pay, lump sum bonus, promotion based incentives and variable pay) (Henderson, 2009; Milkovich & Newman, 2009). However these pay systems have different types, they use similar criterion to allocate pay, which is when an employer rewards additional pay to basic pay in order to meet high performers' needs and expectations (Chang & Hahn, 2006). In other words, therules for distributing rewards, the fluctuations of pay levels and structures are now contingent upon the level of

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performances, skills, knowledge and/or competency exhibited by the employees and not the nature of their job structure (Amuedo-Dorantes & Mach, 2003).

Research in pay for performances highlights that properly implemented pay for performance characteristics may positively affect job satisfaction (Janssen, 2001). For example, participation in pay systems is often seen as an employer who encourages employees in different hierarchical levels and categories to discuss and share information processing, decision-making, and/or problem-solving activities related to pay systems (Ismai et al., 2007).

Studies about pay administration were done using different samples, such as 115 sales people (Pettijohn, Pettijohn & D'Amico, 2001), faculty members in institutions of higher education (Terpstra & Honoree, 2008), and public servants in US public agencies (Boardman & Sunquist, 2009). Findings from these studies found that participation style in pay decisions (e.g., open discussion and explanation in evaluation methods, faculty committee and clarity of the benefits of the merit pay) had provided more opportunity for employees to determine pay rates had increased job satisfaction in the organizations (Boardman & Sunquist, 2009).

In their study (Syed & Xiao, 2012) on impact of human resource management practices like empowerment, job rotation, employee participation, merit based promotions, performance based pay and grievance handling procedures could influence job satisfaction, employee commitment and employee productivity, it still does not shed light on the mechanisms through which this is accomplished. Future research directions could include longitudinal studies to establish the causal relationship between the variables. To enhance external validity, future research attempts should get a representative sample from more organizations.

Even though the above studies have looked at similar objectives the study by (Pettijohn, Pettijohn & D'Amico, 2001) was carried out on institutions of higher learning and the

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study by (Syed & Xiao, 2012) does state the impact of the objectives studied on employee job satisfaction.

As part of the Government of Kenya development reform agenda, there has been an introduction of performance contracting, where each Ministry is assessed on agreed set targets. The MoICT does performance appraisal for her staff, where the appraisal is done on targets set between a supervisor and a junior employee. Where exemplary performance leads to achievement of a set target, a reward through a one time-off pay or gift is supposed to be given to an employee. However, on most instances, the human resource department is unable to give such rewards due to lack of resources and clear policy. Unlike the study done on 115 sales people (Pettijohn, Pettijohn & Amico, 2001), where the sales people participated in determination of their pay, government employees are not given an opportunity to make decisions related to pay.

2.6 Organization Leadership

Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organizational success.A capable leader provides direction for the organization and leads followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs (Mosadeghrad &Yarmohammadian, (2006). Several studies have also examined the relationship between the two factors and concurred that leadership has significant impacts on job satisfaction and organizational commitment (Lok &Crawford 2001; Mosadeghad &Yarmohammadian, 2006). High job satisfaction enhances employees' psychological and physical wellbeing and positively affects employee performance.

According to (Mosadeghrad & Yarmohammadian, 2006), employee job satisfaction refers to the attitude of employees towards their jobs and the organization which employs them. The researchers pointed out that job satisfaction is influenced by many organizational contextual factors, ranging from salaries, job autonomy, job security, workplace flexibility, to leadership. In particular, leaders within organizations can adopt

appropriate leadership styles to affect employee job satisfaction, commitment and productivity.

Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2010). According to Chen and Chen (2008), previous studies on leadership have identified different types of leadership styles which leaders adopt in managing organizations (Javidan, Dorfman, & Gupta, 2004; Hirtz, Murray, & Riordam, 2007). Among the more prominent leadership styles are Burns' (1978) transactional and transformational leadership styles. Transformational leaders emphasize followers' intrinsic motivation and personal development. They seek to align followers' aspirations and needs with desired organizational outcomes. In so doing, transformational leaders are able to foster followers' commitment to the organizations and inspire them to exceed their expected performance (Miia, et al, 2006; Bass &Riggio, 2006).

With regard to today's complex organizations and dynamic business environment, transformational leaders are often seen as ideal agents of change who could lead followers in times of uncertainties and high risk-taking.In contrast, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers' immediate needs (Northouse, 2010). They engage followers by offering rewards in exchange for the achievement of desired goals (Burns, 1978). Although transformational leadership is generally regarded as more desirable than transactional, Locke et. al. (1999) pointed out that such contention is misleading. They argued that all leadership is in fact transactional, even though such transactions are not confined to only short-term rewards. An effective leader must appeal to the self-interest of followers and use a mixture of short-term and long-term rewards in order to lead followers towards achieving organizational goals.

CHAPTER THREE: RESEARCH METHODOLOGY

This section describes research design, study area and target population, sample size and frame, data collection (which include sources and type of data, data collection procedure, instrument for data collection as well as reliability and validity tests for data collection instrument) data analysis and presentation.

3.1 Research Design

The study adopted a descriptive research design. According to Cooper and Schindler (2003), descriptive survey attempts to describe or define a subject by creating a profile of a group of problems, events or people through collection of data and tabulation of the frequencies on research variables or their interaction. A descriptive approach enabled the researcher to determine the influence of human resource management practices on employee job satisfaction in the MoICT.

3.2 Study Area

The study area was the MoICT in Nairobi, Kenya. The study was concentrated at the offices in Nairobi, since the work policies, systems and procedures are replicated in the districts. MoICT has its headquarters and county offices in Nairobi, and has offices spread throughout the country. The MoICT headquarters is situated in Telposta Towers 10th Floor, Kenyatta Avenue, Nairobi. A map showing the longitude and latitude is attached (Appendix I).

3.3 Target Population

The population for the study was 272 employees of the MoICT in Nairobi, targeting all the cadres of staff.

3.4 Sample Size and Sampling Technique

The sample size for this population was 54 selected from the target population using stratified sampling. Stratified Random Sampling technique was used to sample the employees. Kothari (2004) explains that in this method each and every item in the population has an equal chance of inclusion in the sample and each of the possible samples, in case of finite universe has the same probability of being selected. The sample

size 54 was selected because they constituted 20% of the population for study. Kombo and Tromp (2013) suggest that a researcher would need 30 subjects in each group for co-relational and descriptive research.

Table 3.1: Sampling Frame and Sample Size

CADRES OF STAFF	POPULATION	SAMPLE SIZE
Administrative Officers	7	1
Human Resource Management Officers	6	2
Human Resource Management Assistants	4	1
Supply Chain Management Officers	15	2
Public Communication Officers	20	4
Information Officers	64	10
Finance Officers	5	1
Accountants	15	3
Human Resource Development Officers	3	1
Internal Auditors	6	1
External Auditors	8	1
ICT Officers	8	1
Telecommunication Officers	17	4
Secretarial Staff	25	5
Record Management Officers	9	2
Photographers	7	2
Tele-printers	5	1
Film Officer	2	1
Principal Youth Development Officer	1	1
Economists	5	1
Rigger	1	1
Statistician	1	1
State Counsel	2	1
Electrical Officer	3	1
Security Officers	4	1
Drivers	9	2
Sub/Staff Cleaning Supervisors	12	2
Total	**272**	**54**

Source: Ministry of ICT HRM Records

3.5 Data Collection Method

3.5.1 Data Type and Sources

Both primary and secondary data was collected. The researcher administered questionnaires to collect primary data. The primary data was collected using a questionnaire.

3.5.2 Data Collection Procedures

The researcher administered the questionnaire to the respondents using 'drop-and-pick-later' method. The respondents were given ample time to respond to the questions. This ensured achievement of a good response rate.

3.5.3 Data Collection Instrument

The data collection instrument was a questionnaire. The questionnaire was designed based on study objectives. The questionnaire comprised of closed and open ended questions. Questionnaire is a research instrument that gathers data over a large sample Kombo and Tromp (2013). The questionnaires were divided into different sections whereby each section addressed questions to achieve each of the specific objectives of the study. Questionnaires can be used to capture large amounts of data which may contain both quantitative and qualitative data, and they eliminate biasness on the part of the researcher. In the selection of the instruments to be used in the study, the researcher ensured that the instruments chosen are suitable and appropriate.

3.5.4 Reliability Test

Reliability is a measure of the degree to which a research instrument yields consistent results over time and over similar samples (Cohen, et al, 2008). Reliability of the questionnaire was evaluated through administration of the said instrument to the pilot group. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, was considered adequate for this study. The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. The Alpha measures internal consistency by establishing if certain item

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measures the same construct. Cronbach's Alpha was established for every objective in order to determine if each scale (objective) would produce consistent results should the research be done later on. The findings of the pilot study on 8 respondents shows that there was a reliability of the instrument as a coefficient of 0.751 was obtained. This illustrates that the scales were valid and reliable as their reliability values exceeded the prescribed threshold of 0.7 (Kothari, 2003).

3.5.5 Validity Test

The researcher carried out a pilot study to pretest the validity of data collected using the questionnaire. According to Mugenda and Mugenda (2003) validity is the accuracy and meaningfulness of inferences, based on the research results. Validity indicates the degree to which an instrument measures what it is supposed to measure. This gave the accuracy and meaningfulness of inferences. It is the extent to which differences found with a measuring instrument reflect true differences among those being tested. It also refers to the data that is not only reliable, but also true and accurate. The instruments were subjected to appraisal and amendment by use of simple language, peers review and experts (supervisors) whose recommendations were taken to improve the face and content validity.

3.6 Data Analysis and Presentation

Primary data was edited first and then coding was done to translate question responses into specific categories. Coding is expected to organize and reduce research data into manageable summaries.Quantitative data was analyzed usingdescriptive statistics. Descriptive Statistics are indices that describe a given sample. These are measures of central tendency (mean, mode and median), measures of dispersion (range, standard deviation, and variance) and distributions (frequencies and percentages).

CHAPTER FOUR: RESULTS AND DISCUSSIONS

This chapter presents results and discussions of the study on influence of human resource management practices on employee job satisfaction in the Ministry of Information, Communications and Technology in Nairobi, Kenya. The findings have been presented in two sections, namely, background information consisting of response rate, gender, level of education and years of service of respondents and HRM Practices whose variables include employee empowerment, merit based promotion, job rotation and performance based pay.

4.1 Background Information about the Study Findings

Under the background information, the study findings include the response rate, gender, age, level of education and years of service of the respondents. Under the response rate, the study used a sample of 54 respondents drawn from various cadres of staff in the Ministry of Information, Communications and Technology. The questionnaire was answered by 43 respondents while 11 did not answer. This provided a response rate of 76.92% as indicated in Figure 4.1.
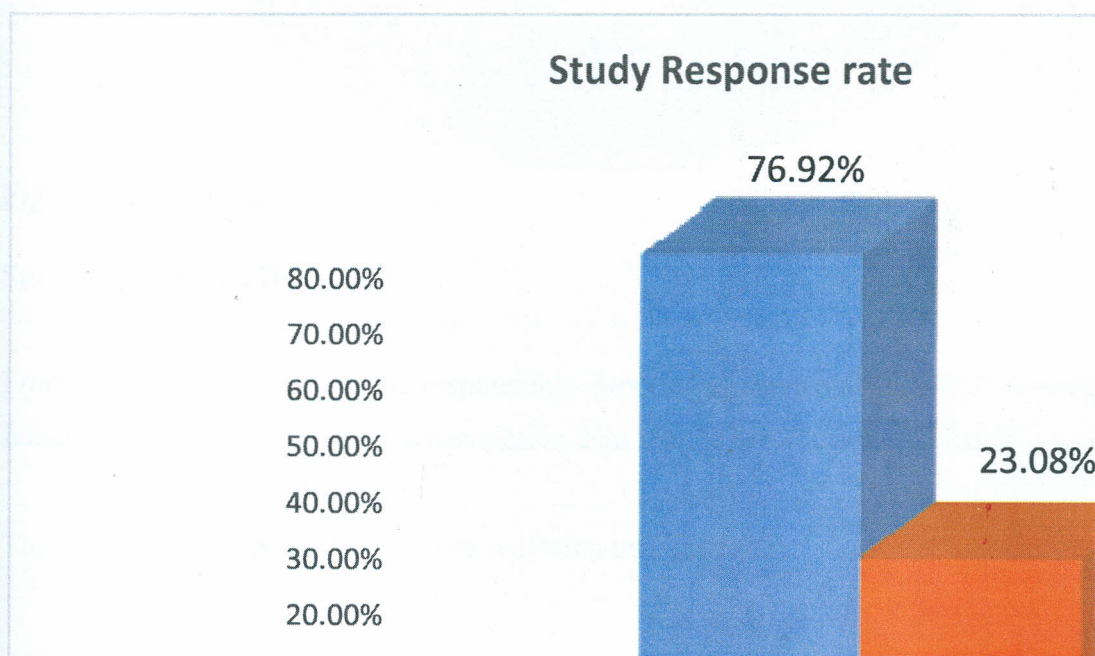

Figure 4.1: Study Response Rate

Source: Research Data 2015

As indicated in Figure 4.1 out of the total respondents, 43 (76.9%) participated in the study while 11 (23.08%) did not participate. This formed a response rate of 76.9%. According to Mugenda and Mugenda (2010), a response rate of over 50% is considered adequate enough to represent the study phenomenon under examination. This response was therefore adequate in establishing the influence of human resource management practices on employee job satisfaction at the MoICT.
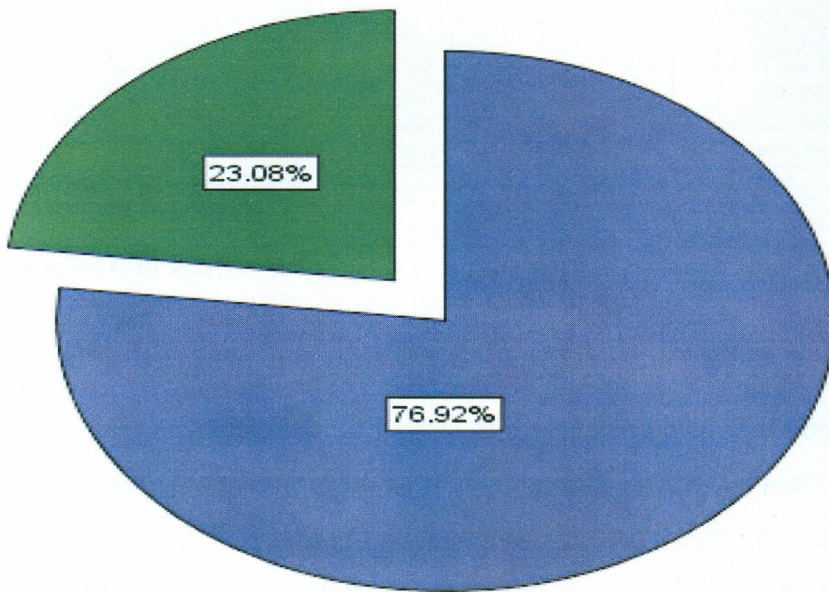
The respondent's gender is represented in Figure 4.2.

Figure 4.2: Respondent's Gender

Source: Research Data 2015

From the findings, 76.9% of the respondents interviewed were male while 23% were female, implying that there were more male than female respondents at MoICT.

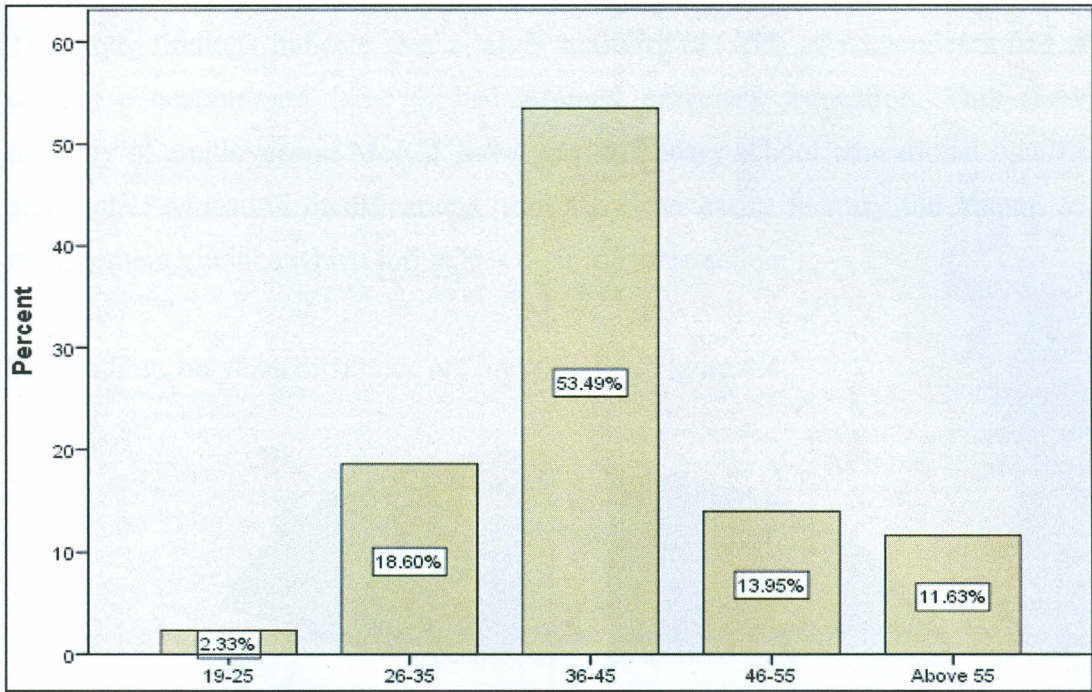The findings on respondents' age are indicated on figure 4.3.

Figure 4.3: Age of the Respondents

Source: Research Data 2015

The study established that respondents are aged between 19 and over 55 years. Based on the study findings, a larger proportion (53.49%) of respondents were between the ages of 36 - 45 years. Other age groups included 19 - 25 years (2.3%), 26-35 years (18.6%), 46- 55 years (13.9%) and over 55 years (11.63%). This finding could be used by MoICT human resource managers as a basis for adoption of different human resource management practices favorable to different age groups in order to improve job satisfaction.

The findings on level of education are shown on Table 4.1.

Table 4.1 : Respondents Level of Education

Level	Frequency	Percent
Secondary	1	2.3
College	22	51.2
University	20	46.5
Total	**43**	**100**

Source: Research Data 2015

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The study findings indicate that a larger majority (51.2%) of respondents had attained college education and (46.5%) had attained university education. This shows that majority of employees at MoICT have post-secondary school educational qualifications and higher education qualifications, thus they can easily identify the human resource management practice which influences their job satisfaction.

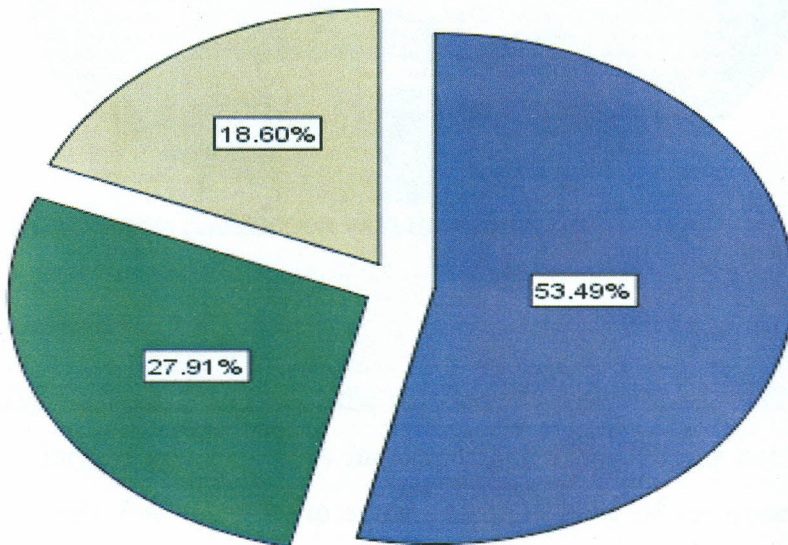The findings on years of service are presented on Figure 4.4.

18.60%

53.49%

27.91%

Figure 4.4: Years of Service

Source: Research Data 2015

According to the study findings, a larger proportion of respondents had worked for a period of between 4 - 5 years. Others, 27.91% and 18.6% had worked for 6 -10 years and over 10 years respectively. From this observation, it can be said that a larger proportion of respondents have had adequate experience on how human resource practices are carried out at MoICT and how this has impacted on their job satisfaction.

The findings on whether respondents were satisfied or not with their jobs are shown in Figure 4.5.
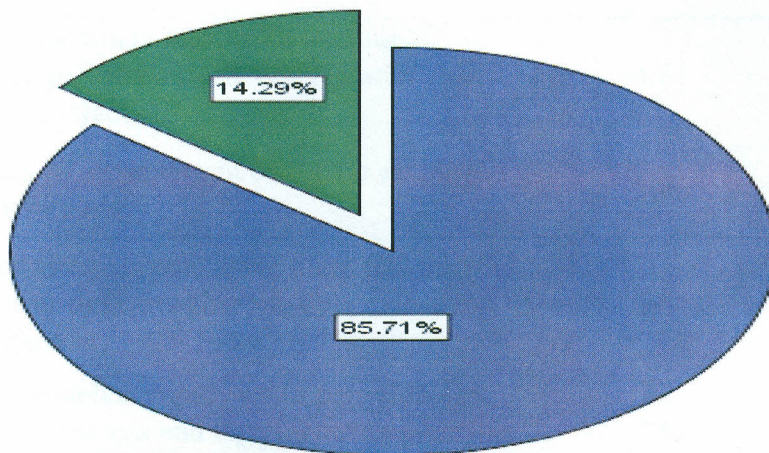
Whether satisfied or not satisfied with the Job

Figure 4. 5 : Respondents Satisfaction with their job

Source: Research Data 2015

From the study findings, 85.71% of the respondents interviewed in this study viewed their job as satisfying while 14.29% indicated that their job was not satisfying. This finding could imply that there is, to some extent, a level of satisfaction with human resource management practices under study, however, it is important to note that not all employees are satisfied as indicated by 14.29% of the respondents.

4.2 Influence of Employee Empowerment on Job Satisfaction

The study sought to establish the extent of employee empowerment on job satisfaction at MoICT in Nairobi. Respondents were requested to indicate their level of agreement with some statement on the impact of employee empowerment on job satisfaction. A 5-point Likert scale was used to rate the level of agreement with these statements whereby 1 was accorded to 'no extent', 2 to 'low extent', 3 to 'moderate extent', 4 to 'great extent' and 5 to 'very great extent'. The findings were as is indicated in table 4.2.

Table 4.2: Influence of Employee Empowerment on Job Satisfaction

	Mean	Std. Deviation
Employee empowerment allows for sharing of power, knowledge, information, and rewards thus increasing job satisfaction	4.61	3.83
Leadership acts as an important driver for employee empowerment process	3.86	1.25
Empowerment of employees make them feel they have control over their working life thus increasing their job satisfaction	3.84	1.09
Empowerment enables employees to participate in decision making process and thus increases their job satisfaction	3.81	1.17
The process of empowerment increases creativity and initiative among individual employees	3.68	1.03
Grand Mean	**3.96**	**1.67**

Source: Research Data 2015

From table 4.2, the findings reveal that employee empowerment had an influence on job satisfaction as evidenced by a high weighted mean of (3.96). Employee empowerment allows for sharing of power, knowledge, information, and rewards thus increasing job satisfaction given its mean of 4.61. The respondents also agreed with the statements that leadership acts as an important driver for employee empowerment process, empowerment of employees make them feel they have control over their working life thus increasing their job satisfaction, empowerment enables employees to participate in decision making process and thus increases their job satisfaction and lastly that the process of empowerment increases creativity and initiative among individual employees given their respective means of 3.86, 3.84, 3.81 and 3.68 respectively.

The study findings concur with assertions of Wang (2012) who stated that empowerment increases creativity. It is also similar to arguments by Adollahi (2006) who argued that employees who are empowered, committed, skilled and motivated adapt better to themselves and changes. Doughty (2004) observed that individual's feel empowered

when they perceive and possess power to adequately cope with events, situations or people they confront. Employee empowerment reflects positive link between employee participation and job satisfaction, motivation and performance, individual commitment and corporate achievement.

Whereas studies from other authors have indicated that employee empowerment increases creativity, commitment and skilled workers, this study also concludes that when employees have control over their working life, decision making, knowledge, information and rewards their levels of job satisfaction increase.

4.3 Influence of Merit Based Promotion on Job Satisfaction

Merit based promotion was also assessed to determine the extent of its influence on employee job satisfaction. Respondents were probed with statements seeking to determine the same. The results were as recorded in Table 4.3.

Table 4.3 Merit-Based Promotion and Employee Job Satisfaction

Statements on Merit Based Promotion and Job Satisfaction	Mean	Std. Deviation
Rewarding employees based on merit enhances jobs satisfaction	4.14	1.014
Job promotion has nothing to do with job satisfaction	3.91	1.411
Firms can use promotions as a reward for highly productive workers which influences their job satisfaction	3.88	1.499
The movement of an employee upward in the hierarchy of the organization, typically leads to enhancement of responsibility and job satisfaction	3.49	1.387
Grand Mean	**3.9**	**1.327**

Source: Research Data (2015)

Table 4.3 contain the results of the employee's responses on the impact of merit based promotions on job satisfaction. The results show that merit based promotion has an influence on employee job satisfaction as defined clearly by a mean of 3.9. The statement on rewarding employees based on merit enhances job satisfaction ranked first with a mean of (4.14) followed by job promotion has nothing to do with job satisfaction (3.91),

firms can use promotions as a reward for highly productive workers which influences their job satisfaction (3.88) and lastly the movement of an employee upward in the hierarchy of the organization, typically leads to enhancement of responsibility and job satisfaction (3.49). For all merit based promotion indicators provided, respondents were in agreement that there was job satisfaction when employees were rewarded based on merit, when promotion was used as reward for highly productive workers and when an employee is moved upward in the hierarchy of the organization leading to enhancement of responsibility.

Promotion is shifting to a job of higher significance and higher compensation (Lezear, 2000). According to Mccauslad (2009), many researchers give their opinion that job satisfaction is strongly connected to opportunities and that reliance on job satisfaction is perceived as justice by workers. Whereas study findings confirm the sentiments of other authors that rewarding of employees based on merit enhances job satisfaction levels, this study also found out that rewarding highly productive workers and moving employees upward in the hierarchy of an organization typically lead to enhancement of responsibility and job satisfaction.

4.4 Influence of Job Rotation on Employee Job Satisfaction

The study sought to establish the extent of influence of job rotation on employee job satisfaction. Using Likert scale to rank statements on job satisfaction, the results were as presented in Table 4.4.

Table 4. 4 : Job Rotation and Employee Job Satisfaction

Statement on Job Rotation	Mean	Std. Deviation
Rotation technique increases an employee's problem-solving capability from a management angle	4.39	8.92
Job rotation makes it easier to acquire the knowledge and skills related to many functional areas	3.86	4.77
Job rotation prevents the monotony and loss of motivation	3.74	1.98
Rotation can also be seen as an on-the-job training technique	3.65	1.35
Grand Mean	**3.91**	**4.3**

Source: Research Data 2015

Result presented in table 4.4 show that the respondents agreed that job rotation had an impact on employee job satisfaction as indicated by its weighted mean of 3.91. The respondents strongly agreed with the statement that rotation technique increases an employee's problem-solving capability from a management angle (4.39). Some respondents were also in agreement that job rotation makes it easier to acquire knowledge and skills related to many functional areas, job rotation prevents monotony and loss of motivation and that rotation can also be seen as an on-the-job training technique with means 3.86, 3.74, and 3.65 respectively.

This corroborate the assertions by Alorunsola (2000) that the strategy for job rotation is to enhance organizational learning. Similar observations from the study findings may be as a result of the scope applied in previous studies. It can be concluded that job rotation enhances job satisfaction to the extent that employees feel excited by the new skills that they learn from different departments. Optimal implementation of job rotation requires that employees be followed by motivational payments based on learning skills that they acquire. This would therefore indicate that in a situation where this is not achieved, employees are likely to get some job dissatisfaction even when the practice is ensued.

4.5 Influence of Performance Based Pay on Job Satisfaction

The results of the extent of influence of performance based pay on employee job satisfaction are presented in Table 4.5.

Table 4. 5: Performance Based Pay and Employee Job Satisfaction

Statements on Performance Based Pay	Mean	Std. Deviation
Rewarding employees based on their performance enhances job satisfaction	3.9	1.6
The type of pay based on performance enhances job satisfaction	3.8	1.1
Firms can use performance based pay as a reward for highly productive workers which influences their job satisfaction	3.7	1.2
Performance based pay has nothing to do with job satisfaction	3.5	1.1
Grand Mean	**3.7**	**1.3**

Source: Research Data (2015)

Table 4.5 results show that performance based pay has an impact on job satisfaction as evidenced by an overall mean of 3.7. The respondents agree that rewarding employees based on their performance enhances job satisfaction as evidenced by a mean value of (3.9), that the type of pay based on performance enhances job satisfaction(3.8), firms can use performance based pay as a reward for highly productive workers which influences their job satisfaction (3.7), and performance based pay has nothing to do with job satisfaction (3.5).

Observations by Jansen (2001) indicated that properly implemented pay for performance characteristics may positively affect job satisfaction. The study alluedes to conclusions made by other authors that participation in decision making in determination of pay increases job satisfaction.

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CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This section provides summary of findings, conclusion and recommendations to the study on the influence of human resource management practices on employee job satisfaction in the Ministry of Information, Communications and Technology in Nairobi, Kenya.

5.2 Summary of the Findings

The first objective sought to establish the extent of influence of employee empowerment on job satisfaction among employees at the MoICT. The findings revealed that employee empowerment was strongly agreed to have an influence on employee's job satisfaction.

The second objective was to determine the influence of merit based promotion on employee job satisfaction among employees at MoICT. The findings revealed that merit based promotions were agreed to have an influence on employee job satisfaction. Organizations that used merit-based promotions as reward for highly productive workers led to increased job satisfaction and that an employee upward mobility in the hierarchy of an organization leads to enhancement of responsibility and job satisfaction.

The third objective was to determine the extent of the influence of job rotation on employee job satisfaction among employees of the MoICT. The study revealed that the respondents agreed that job rotation had an impact on employee job satisfaction.

The fourth objective was to determine the extent of the influence of performance based pay on job satisfaction among employees at the MoICT. The findings revealed Performance based pay was agreed to have an impact on employee job satisfaction

5.2 Conclusion

From the findings it can be concluded that employee empowerment has an influence on job satisfaction. Employer empowerment allows for sharing of power, knowledge, information, and rewards, make the employees feel they have control over their working life, enables the employees to participate in decision making process and increases creativity and initiative among individual employees thus influencing job satisfaction.

The study also concludes that merit based promotions has an influence on job satisfaction. To ensure job satisfaction the organization needs to reward employees based on merit. The organization also needs to use promotions as a reward for highly productive workers and move the employees upward in the hierarchy of the organization these typically leads to enhancement of responsibility and job satisfaction.

The study further concludes that job rotation has an influence on job satisfaction. Job rotation technique increases an employee's problem-solving capability from a management angle. Job rotation also makes it easier to acquire the knowledge and skills related to many functional areas, prevents the monotony and loss of motivation. Moreover job rotation is also seen as an on-the-job training technique.

The study also concludes that Performance based pay has an influence on job satisfaction. The movement of an employee upward in the hierarchy of the organization typically leads to enhancement of responsibility and job satisfaction. Firms can use promotions as a reward for highly productive workers which influences their job satisfaction.

5.3 Recommendations

In order to enhance job satisfaction in the MoICT, it is important that human resource managers to adopt the practices that yielded the highest influence on job satisfaction. Some human resource management practices have been found low yielding as far as their effect on employee job satisfaction is concerned, this would indicate that human resource managers are not implementing the practices to yield optimum benefits. As a result, it is

important to carry out a study on factors affecting effective implementation of human resource management strategies in MoICT.

Employee's gender, level of education, age and years of service may be important indicators that could define job satisfaction among employees. It is therefore important that these elements are put into consideration in design and implementation of human resource management practices to avoid a mismatch between the practices and job satisfaction.

5.4 Limitations of the Study

Some of the questions on the questionnaire were left unanswered thereby making it difficult to use the questionnaire. The study population was not homogenous; it was composed of different cadres of staff, therefore the discrepancy could have yielded generalized results that do not reflect the actual job satisfaction levels for all the cadres. Also, there are many different HRM practices in use at the Ministry, and it was not possible to include all of them in this study in order to get conclusive results on the levels of employee job satisfaction. The study was descriptive and therefore didn't draw the relationship between the dependent variables and the independent variable.

5.5 Recommendations for further Research

The study recommends that further researchers should consider using other instruments of data collection such as the interview which could curb the problem of some questions not being answered in the questionnaire. The study also recommends that further researcher on the same be done using a homogenous population. The study recommends that future research should consider looking at other human resources practices as this study only covered four. Further studies should consider using correlational research design to bring about the relationship between human resource management practice and job satisfaction.

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