

A FRAMEWORK OF FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN NON- GOVERNMENTAL ORGANIZATIONS IN ZAMBIA

By

PATRICK BANDA

GSB: 150500

**A dissertation submitted at the Graduate School of Business – University of Zambia in
partial fulfilment of the requirements for the award of the Master of Science in Human
Resource Management**

May 2019.

DECLARATION

I **PATRICK BANDA** do hereby declare that this dissertation titled “**A framework of factors affecting employee job satisfaction in non-governmental organizations in Zambia**” is the record of my research work and has not been submitted for any academic reward in any other college, institution or university other than the Graduate School of Business, University of Zambia in Lusaka for academic credit.

Signed: _____

Date: _____

Patrick Banda (GSB150500)

Signed: _____

Date: _____

Dr. Jackson Phiri (Supervisor)

CERTIFICATE OF APPROVAL

This dissertation by PATRICK BANDA is approved as fulfilling the requirements for the award of the degree of MASTER OF SCIENCE IN HUMAN RESOURCES MANAGEMENT of the Graduate School of Business, University of Zambia.

Examiner 1 _____ Signature: _____ Date: _____

Examiner 2 _____ Signature: _____ Date: _____

Examiner 3 _____ Signature: _____ Date: _____

Chairperson Board of Examiners _____ Signature: _____ Date: _____

Supervisor _____ Signature: _____ Date: _____

ABSTRACT

Human capital is the most precious and important asset of any organization and as such, employee job satisfaction has now become one of the top priority areas in every industry. Most NGOs in Zambia are being rendered less effective in-service delivery because there has been high prevalence of employee turnover. This has been attributed to the general perception that employees in non-governmental organizations in Zambia are not satisfied with their jobs. The purpose of this study was to identify the main factors affecting employee job satisfaction in the non-governmental organizations sector in Zambia using Herzberg two-factor theory. The study was conducted using a descriptive survey research design. The target population consisted of all the 64 fixed term employees of IITA, MCA-Zambia and PATH. These institutions were selected purposively based on their willingness to be part of the study and ease of accessibility. This study collected primary data using a thirty-seven (37) item questionnaire which included both open and close ended questions in line with the research objectives. A total of Fifty-five (55) questionnaires were distributed to the three (3) organizations, and a total of 51 questionnaires were filled and returned representing a response rate of 92.7%.

Tables and other graphical presentations were used to present the research data. The findings of this study indicate that among the six (6) job facets identified by Herzberg, only promotion and growth, job security, pay and allowances and recognition were the four main factors affecting employee job satisfaction in the NGOs sector in Zambia. It was found that most of the respondents (21) representing 41.2% of the total respondents said that, they would leave their current job in search of promotion and growth. This was further followed by 12 respondents representing 23.5% of the total respondents who indicated that they would leave their current job in search of job security. In addition, 6 respondents representing 11.8% of the total respondents said they would leave the current job because of recognition and finally 5 respondents representing 9.8% of the respondents cited pay and allowances as the reason they would leave their current employer. The study recommended that NGOs must take deliberate measures to put in place HR strategies that would encourage promotion and growth and to look for projects with longer life span that can provide job security to employees. Further, the study recommended that NGOs should provide more financial benefits to employees and give the right amount of recognition to employees for any work accomplished.

Key Words: Job Satisfaction, Factors affecting employee job satisfaction

DEDICATION

I dedicate this work to my beautiful and wonderful family. Firstly, it is dedicated to my wife, Hellen Machiya Banda, and secondly, to my first-born child Taonga Bryanna Banda for the moral support and tolerances given during my study. They understood and were always accommodative whenever I came home late from school and spending less time with them.

ACKNOWLEDGEMENT

It always seems impossible until it's done and completing a dissertation comes with it many challenges. However, with the help and guidance of other people, it's always possible. Therefore, I owe much gratitude to many people for their huge contribution to the completion of my research work.

I would sincerely like to thank God for everything his doing in my life and for seeing me through this journey.

I would like to thank my supervisor Dr. Jackson Phiri for his relentless encouragement and advice, his invaluable guidance and inspiration to complete this study. I would also like to thank him for always finding time to review my work despite his busy schedule. Further, I would also like to thank all my lecturers of the various courses I undertook for this master's program particularly Dr. Jackson Mwanza for his guidance on research methods.

In addition, my appreciation goes to management and staff of the NGOs that made up the population of this study for their cooperation, support and participation. These institutions made this research project successful.

Furthermore, I would like to thank my loving wife and daughter for their support throughout this research project, for their patience, sacrifice, encouragement and motivation.

Lastly, I am indebted to all my friends and family for cheering me on and checking on me during the study. Special thanks must go to Mr. Robert Sinkonde for his personal assistance and making sure the research was a success.

TABLE OF CONTENTS

DECLARATION	i
CERTIFICATE OF APPROVAL.....	ii
ABSTRACT	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
LIST OF FIGURES.....	ix
LIST OF TABLES.....	x
LIST OF APPENDICES	xi
DEFINATION OF KEY WORDS	xii
ABBREVIATIONS	xiii
CHAPTER ONE:.....	1
RESEARCH BACKGROUND.....	1
1.1. Introduction	1
1.2. The Research Problem.....	3
1.3. Aim of the Study	4
1.4. The Objectives of the Research.....	4
1.5. Research Questions	4
1.6. Significance of the Study.....	4
1.7. Scope and Location of Research	5
1.8. Organization of Dissertation.....	6
1.9. Chapter Summary	6
CHAPTER TWO:.....	7
LITERATURE REVIEW	7
2.1. Introduction	7
2.2. Job Satisfaction.....	7
2.3. Theoretical Review.....	10
2.3.1. Herzberg Two-Factor Theory.....	10
2.4. Conceptual Framework.....	11
2.4.1. Recognition.....	12
2.4.2. Nature of Work.....	14
2.4.3. Promotion and Growth	15
2.4.4. Pay and Allowances.....	16
2.4.5. Relationship with Supervisor & Co-Workers.....	18
2.4.6. Job Security	21

2.5.	Related Works	22
2.6.	Chapter Summary	23
CHAPTER THREE:		24
RESEARCH DESIGN AND METHODOLOGY		24
3.1.	Introduction	24
3.2.	Research Design	24
3.3.	Population and Sample Size	24
3.3.1.	Population.....	24
3.3.2.	Sampling Design.....	25
3.3.2.1.	Sampling Frame.....	25
3.3.2.2.	Sampling Technique	26
3.3.2.3.	Sample Size	26
3.4.	Data Collection Methods.....	26
3.5.	Research Procedures.....	26
3.6.	Data Analysis Methods.....	27
3.7.	Ethical Considerations.....	27
3.8.	Chapter Summary	28
CHAPTER FOUR:		29
DATA PRESENTATION AND ANALYSIS		29
4.1.	Introduction	29
4.2.	Response Rate	29
4.3.	Demographic Information	30
4.3.1.	Respondents Gender	30
4.3.2.	Age Group	31
4.3.3.	Level of Education.....	32
4.3.4.	Level of Responsibility in the Organization.....	33
4.3.5.	Period of Working with the Present Employer.....	34
4.3.6.	Period of the Institution Existence in Zambia	35
4.3.7.	The Name of the Institution.....	36
4.4.	The Influence of Recognition on Employee Job Satisfaction.....	37
4.5.	The Influence of Nature of Work on Job Satisfaction	37
4.6.	The Influence of Promotion and Growth on Job Satisfaction	39
4.7.	The Influence of Pay and Allowances on Job Satisfaction.....	40
4.8.	The Influence of Relationship of Supervisor and Co-Worker on Job Satisfaction.....	41
4.9.	The Influence of Job Security on Job Satisfaction	42
4.10.	Employee Attribution for Leaving a Current Job	43

4.11.	Employees' Job Satisfaction Level.....	44
4.12.	Inferential Statistics	45
4.13.	Correlation Analysis	46
4.14.	Regression Analysis	48
4.15.	Normality test	49
CHAPTER FIVE:.....		51
DISCUSSION.....		51
5.1.	Introduction	51
5.2.	Discussion.....	51
CHAPTER SIX:.....		54
SUMMARY OF FINDINGS, CONCLUSION AND		54
RECOMMENDATIONS		54
6.1.	Introduction	54
6.2.	Summary of Findings	54
6.3.	Figure 12: Recommended Framework	56
6.4.	Implications of the Results	56
6.5.	Conclusion.....	57
6.6.	Recommendations	58
Figure 13: Recommended Framework		58
6.6.1.	Promotion and Growth	58
6.6.2.	Job Security	59
6.6.3.	Pay and Allowances.....	59
6.6.4.	Recognition.....	60
6.7.	Study Limitations	60
6.8.	Suggested areas for Future Research.....	61
BIBLIOGRAPHY.....		62
APPENDIX		67

LIST OF FIGURES

Figure 1: Conceptual Framework.....	12
Figure 2: Response Rate.....	29
Figure 3: Respondents Gender.....	30
Figure 4: Respondents Age Distribution	31
Figure 5: Level of Education	32
Figure 6: Level of Responsibility	33
Figure 7: Period of working with the present employer.....	34
Figure 8: Period of the Institution Existence in Zambia.....	35
Figure 9: Name of the Institution	36
Figure 10: Employee attribution for leaving a current job.....	43
Figure 11: Job satisfaction.....	45
Figure 12: Recommended Framework	56

LIST OF TABLES

Table 1: Related Works	22
Table 2: Population of study	25
Table 3: Mean and Standard Deviation of Recognition	37
Table 4: Mean and Standard Deviation of Nature of Work	38
Table 5: Mean and Standard Deviation of Promotion and Growth	39
Table 6: Mean and Standard Deviation of Pay and Allowances.....	40
Table 7: Mean and Standard Deviation of Relationship of Supervisor and Co-worker ...	41
Table 8: Mean and Standard Deviation of Job Security.....	42
Table 9: Mean and Standard Deviation of Descriptive Statistics	46
Table 10: Correlation Analysis	47
Table 11: Regression Analysis	48
Table 12: Anova	48
Table 13: Normality test.....	49

LIST OF APPENDICES

Appendix A: Questionnaire	67
---------------------------------	----

DEFINATION OF KEY WORDS

Job Satisfaction: Spector (1997) defines job satisfaction as how people feel about their jobs and its different aspects. This is more like the extent to which people like (satisfied) or dislike (dissatisfied) their current jobs

Factors Affecting employee job satisfaction: According to Kreitner (2007) cited in (Ogonda, Orwa, Peter, & Jedida, 2015) Herzberg defines factors affecting employee job satisfaction as those issues associated with employee complaints about their job context or factors in the immediate work environment or work setting. It is the Hygiene and motivating factors which, if absent, cause job dissatisfaction.

ABBREVIATIONS

NGOs	Non-Governmental Organizations
IITA	International Institute of Tropical Agriculture
MCA-Zambia	Millennium Challenge Account – Zambia
PATH	Program for Appropriate Technology in Health
CSO	Central Statistics Office
Std	Standard Deviation
N	Number of Observations

CHAPTER ONE: RESEARCH BACKGROUND

This chapter provides a general overview of the NGO sector and its work in Zambia. It highlights the importance of employee job satisfaction and further provides the research problem. In addition, the chapter describes the aim and objectives of the study, the research questions, significance of the study and the scope and location of the research.

1.1. Introduction

In a world full of challenges and problems, it's widely acknowledged that governments alone cannot manage to reduce these problems, hence the need for extra players from other sectors of the economy such as Non-Governmental Organizations (Dessler, 2005). According to (Lewis & Kanji, 2009), NGOs have become an important player on the landscape of development, from the reconstruction efforts in Indonesia, Thailand, India and Sri Lanka after the 2004 tsunami disaster, to international campaigns for aid and trade reforms such as 'Make Poverty History'. In most developing nations today, NGOs perform an increasingly important role and have become a very important contributor to social and economic development delivering distinctive human services thereby filling the gaps left by governments (Njoroge, Nzulwa, & Kwenya, 2016).

Africa has experienced a tremendous growth in the number of NGOs since the early 1970s and 1980s (Veit, 1998) and as a result, the landscape of many African nations today is increasingly dotted with signposts and billboards of NGOs. According to the records obtained at PACRA (2019), Zambia has registered over 7000 NGOs to date. According to the (CSO, 2014) labour force survey, this sector employed about 31,419 people through formal employment contributing about 3.3% to the total number of employed persons in the country.

According to the World Bank (2005), Non-governmental institutions are defined as not – for profit organizations that are legally constituted, professionalized and have a presence in public life and express the interests and values of their members. These institutions aim to provide services to beneficiaries who are not members of the organization in areas such as economic and social development, human rights, welfare and emergency relief or who advocate on their behalf. NGOs were coined in 1945 when the United Nations was created and with globalization, the 20th century gave rise to the importance of these institutions as this was a time when many problems could not be solved within a nation.

(Poels, 1997) Indicates that non-governmental organizations are highly diverse groups of institutions which are engaged in a wide range of activities and they take different forms in the different parts of the world. The different types of NGOs could be understood from their orientation such as (charitable orientation, service orientation, participatory and empowering orientation) and level of operation such as (community-based organizations, city wide organizations, national NGOs and international NGOs. The works of NGOs in Zambia caters across many sectors of the economy which ranges from health, sanitation, environmental, advocacy, civil education, micro financing, agricultural sectors to mention but a few.

Although NGOs are non-profit institutions which mainly operate by support of donations from various sources, they too are organizations which have potential to either grow or die (Staples & Higgins, 1998). They are like many other organizations such as profit-making institutions which heavily depend on the performance of its employees and management to succeed (Bunchapattanasakda, Wiriyakosol, & Ya-anan, 2012). Lately, many institutions both the small and large enterprises are grappling with high staff turnover and employee retention issues and NGOs are no exception. As such employee job satisfaction is a great concern for many institutions across the globe as success or failure of an organization largely depends on the efficiency of its human capital (Khan, 2000).

It's believed that Human capital is one of the key assets in the running of an organization and their importance has been highly acknowledged as they play a central role in creating and sustaining competitive advantage (Njoroge, Nzulwa, & Kwena, 2016). Employees are always at the forefront of business agendas and they ensure the competitive sustainability of the business. Thus, their talents must be well managed, developed and retained to ensure the organisation's ongoing competitive advantage is sustained (Njoroge, Nzulwa, & Kwena, 2016). Therefore, every organization needs to consider employee job satisfaction as a vital element to gain competitive advantage and keep their businesses running. Its argued that a satisfied employee is a productive employee and institutions stand to benefit a lot from satisfied employees through; improved customer care, quality delivery of services, high performance and increased production(Armstrong, Cummins, Hastings, & Wood, 2003), at the same time, dissatisfied employees can negatively affect the organizations performance.

The topic of employee job satisfaction has been extensively researched especially in the developed countries. According to Cranny et al, 1992 as quoted in (Heng, 2009), its estimated that in 1992, over 5,000 articles and dissertations were examined on this topic and yet it continues to be a subject of interest for many researchers. Against this background, an assumption can be made that

interest in this topic demonstrates the significance that employee job satisfaction has on the general operations of any organization. Although the concept of factors affecting employee job satisfaction has been studied over a great variety of sectors, very few studies have been done focusing on non-governmental organizations in Sub Saharan Africa. In Southern Africa, very few studies conducted on this subject such as studies by (Bakuwa, Chasimpha, & Masamba, 2013) who focused on staff retention in developing countries and another study by (McKay, Newell, & Rienzo, 2013) who looked at Job satisfaction among young workers in Eastern and Southern Africa: a comparative analysis.

However, In Zambia, many past studies conducted on employee job satisfaction have focused on identifying or establishing the relationship of employee job satisfaction and other variables such as productivity, motivation, morale, and employee commitment. There is no empirical study done on the factors affecting employee job satisfaction in Non-governmental organizations in Zambia.

1.2. The Research Problem

Human capital is the most precious and important asset of any organization, as such, employee job satisfaction has now become one of the top priority areas in every industry (Weerasinghe, Senawirathna, & Dedunu, 2017). With the growing competition from other potential employers, every institution needs strategies to create a work environment that promotes job satisfaction to employees. According to (Adeoye & Fields, 2014), it's suggested that satisfied employees enjoy high levels of motivation, are self-driven, can take initiative, and enjoy high degree of self-confidence, esteem and efficacy thereby improving the general performance of the organization.

In Zambia, most NGOs are been rendered less effective in-service delivery because there has been high prevalence of employee turnover for formal engagement in other organizations. E.g. According to IITA Human resources report of 2017, one hundred and thirty-eight (138) staff resigned to join other organizations and as such many non-governmental organizations face a serious crisis of not being able to retain staff for a long time and they have now become spring boards of recruiting and training people who only work for a short while and leave in search of better opportunities. The general perception in Zambia is that employees in non-governmental organizations are not satisfied with their jobs and this is evidenced by repeated job advertisements in the national newspapers soliciting for job applicants.

Most studies on employee job satisfaction have been conducted on the developed countries and particularly on the private sector. Very few studies have been undertaken in Zambia on this subject matter. Studies by Mukelabai (2017) in his unpublished MBA project looked at the extent

of job satisfaction of secondary school teachers in Namwala district, southern province of Zambia. Further, another study by Chiwaula (2016) in her unpublished MBA project also researched on the analysis of job satisfaction, organisational commitment and employee performance in parastatal organisations in Zambia. There is no empirical research conducted in Zambia to identify the main factors affecting employee job satisfaction in non-governmental organizations.

It is therefore imperative that further empirical studies are conducted to identify the main factors affecting employee job satisfaction in the non-governmental organizations sector in Zambia. As such, this study sought to investigate a framework of factors affecting employee job satisfaction in Zambia based on Herzberg two-factor theory.

1.3. Aim of the Study

The study aimed at identifying which of Herzberg two-factor theory job facets mostly affects employee job satisfaction in NGO's.

1.4. The Objectives of the Research

The key objectives of this research are:

- i. To identify the main factors affecting employee job satisfaction based on Herzberg theory
- ii. To recommend a framework which can address factors affecting employee job satisfaction as identified in the first research objective.

1.5. Research Questions

This research aims at identifying factors affecting employee job satisfaction in NGOs, the study therefore sought to address the following specific research questions:

- i. What are the main factors affecting employee job satisfaction in NGO's based on Herzberg two factor theory?
- ii. What framework could be recommended to address employee job satisfaction based on the factors identified in question I?

1.6. Significance of the Study

Employee job satisfaction must always be kept in check if institutions are to maintain high performance among employees and reduce on the staff labour turnover (Nazir, Khan, Shah, & Zaman, 2013). There has been very little research on the concept of employee job satisfaction in Zambia. Literature review indicate that most studies undertaken on factors affecting employee job

satisfaction have been done in developed countries, but it's difficult to assume that the same factors could affect job satisfaction in Zambia and other developing countries en masse. There is serious lack of information on employee job satisfaction in developing countries like Zambia and more specifically in the NGO sector. No study has examined the factors affecting employee job satisfaction in the NGO sector and such a study will help ascertain the key factors that affect employee job satisfaction.

This study will also contribute to the debate on key factors affecting employee job satisfaction given the unique features of the NGO sector in terms of work practices, culture, employee attitudes towards work and economic environment. It is believed that this research will further shed more light on the importance of employee job satisfaction in the NGO sector because of the unique features of the sector.

The study will furthermore be useful to:

- i. Human Resource Managers: by establishing the main factors that affect employee job satisfaction, HR managers could develop HR policies and procedures that aim to create an environment which supports employee job satisfaction.
- ii. NGOs Management: it will aid them in understanding the specific areas of a job that employees are not satisfied with.
- iii. Academicians: the findings of this research may be a significant source of secondary data for future references and research on this subject matter, especially in sub Saharan Africa.
- iv. Employees: the findings may act as a basis for the negotiation of improved staff engagement and participation processes; to achieve job satisfaction.
- v. Business Managers: will learn and appreciate the value of creating work environments that empower employees and making their jobs more challenging.
- vi. The study will increase the availability of information on employee job satisfaction specifically in the NGO sector in Zambia.

1.7. Scope and Location of Research

The total number of registered NGOs in Zambia is not known; however, this study focuses on only three International non-governmental organisations, namely International Institute of Tropical Agriculture (IITA), Millennium Challenge Account- Zambia (MCA-Zambia) and Program for Appropriate Technology in Health (PATH). The organisations were selected based on their location (Lusaka) and their willingness to participate in the study. All organizations in the study are in service delivery to improve people's livelihoods through economic development. It

must be noted that there could be several other factors that can affect employee job satisfaction, however, for the purposes of this study, only selected facets/variables identified by Herzberg two-factor theory were considered.

1.8. Organization of Dissertation

The dissertation is presented into six (6) chapters. Chapter one (1) provides a brief overview of the research background, it further provides the main aim and objectives of the research and the research questions. Chapter two (2) looks at the literature review relating to job satisfaction and the factors which affect employee job satisfaction. In this chapter both theoretical framework and the conceptual framework which were used for this study are discussed in detail. This is followed by chapter three (3) which looks at the research design and methodology that was employed. Further, Chapter four (4) provides the presentation and analysis of the research results, while chapter five (5) provides a discussion of the results. Finally, a summary of findings, conclusion and recommendations are presented in chapter six (6).

1.9. Chapter Summary

This chapter provided an introduction and background to the study, the research problem, aims and objectives of the research, research questions, significance of the study and scope and location of the study. The chapter further provided the dissertation outline.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

In the previous chapter, the study provided information regarding the background and context of the research. However, in order to provide a good understanding of factors which affect employee job satisfaction, this chapter discusses the concept of employee job satisfaction. It further highlights the theoretical and conceptual framework of the study.

2.2. Job Satisfaction

Studies on job satisfaction are a topic of wide interest to both people who work in institutions and those people who study them. It has been closely related with many organizational phenomena such as commitment, motivation, moral, organizational performance, leadership, attitude, conflicted (Robbins, 1993). Studies have attempted to identify the different aspects of job satisfaction, measure the relative importance of each component and examine what effects these components could have on employees' productivity.

However, although job satisfaction has been widely conducted by behavioural scientists, there is still no general agreement regarding its definition. In fact, there is no final definition of what job satisfaction is. According to Aziri (2011), "before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered". Various authors have come up with different approaches towards the definition of job satisfaction; however, the central theme is similar across studies, which is that it is a positive feeling of one's job resulting from an evaluation of its characteristics. One of the most commonly cited definition of job satisfaction is one by Spector.

Spector (1997) defines job satisfaction as how people feel about their jobs and its different aspects. This is more like the extent to which people like (satisfied) or dislike (dissatisfied) their current jobs. Spector further defines job satisfaction as a global feeling employees have about their jobs and the attitudes that employees have towards the different facets or aspects of their jobs. It's important for an organization to look at the employee's feelings from the various facets of the job as this will surely give a good picture of what specific(s) aspect of the job an employee is satisfied or not satisfied with (Spector, 1997). These facets can help organisations to identify employee retention areas which could be improved upon.

According to (Robbins & Judge, 2013), Job satisfaction can be defined as the positive feelings employees have about their jobs, which results from an evaluation of its characteristics. Robbins

& Judge (2013) further indicates that people with a high level of job satisfaction hold positive feelings about their jobs, while people with a low level of satisfaction hold a negative feeling. (Mullins, 2010) Indicates that the concept of job satisfaction is a complex and multifaceted study which could mean different things to different people. It is mostly linked with motivation, but the nature of its relationship is still unclear. Employee job Satisfaction is not the same as motivation because it is more of an attitude, an internal state which can be associated with personal feelings of achievement either qualitative or quantitative.

According to Rothmann and Coetzer cited in (Aziri, 2011), “job satisfaction among employees is an indicator of organisational effectiveness, and it is influenced by organisational and personal factors”. Many employers today realise that the optimal functioning of their organisations largely depends on the level of job satisfaction of employees. This is supported by (Saari & Judge, 2004) who indicate that happy employees are productive employees. Therefore, if performance of the organization is to be optimized, the employee’s full potential is required at all levels of the organisation and this goes further to emphasise the importance of employee job satisfaction in the organization (Rothmann & Coetzer, 2002).

(McShane & Glinow, 2008) Defined job satisfaction, as a person’s evaluation of their job and work context which is an appraisal of the perceived job aspects, work environment, and emotional experiences at work. It’s said that satisfied employees will have a favourable evaluation of their current jobs, based on the observations and emotional experiences at work (McShane & Glinow, 2008). It is really a collection of different attitudes about the various aspects of the job and work context e.g. one might like their co-workers but be less satisfied with their supervisor.

Job satisfaction focuses on the role of the employee in the workplace and as such, Vroom cited in (Aziri, 2011) defines it as an affective orientation on the part of employees towards their current work roles. The term really refers to the attitude and feelings employees have about their jobs. When employees have positive and favourable attitudes towards work, this could indicate job satisfaction, meanwhile if employees portray negative and unfavourable attitudes towards work, it could be an indication of job dissatisfaction (Bakhtawar, 2016).

According to Locke (1969) as quoted in (Salisu, Chinyio, & Suresh, 2015), Job satisfaction is defined as the pleasurable emotional state which emanates from assessment of individual job as facilitating the accomplishment of individuals’ job values. Robbins (2005) defined job satisfaction as the total of all feelings that an employee perceives about their job, which means that positive perception towards an employees’ job is highly attributed to the degree of job satisfaction. Job

satisfaction is the extent to which an employee likes his or her own job, or how they feel about their job and the various aspect of it. It mainly refers to the attitude and feelings that individuals have about their work.

Rivai in (Darma & Supriyanto, 2017) defined job satisfaction as an evaluation to describe a person feeling for happy or unhappy, satisfied or dissatisfied in work. (Muguongo, Muguna, & Muriithi, 2015) Defined job satisfaction as the overall feeling about one's job or career and this can be related to specific outcomes, such as pay, work environment, job security, promotion opportunities etc. This could be a key indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, turnover and overall job performance.(Armstrong, 2006) Defined job satisfaction as the attitudes and feelings people have about their work were positive and favourable attitudes towards the job indicates job satisfaction and the negative and unfavourable attitudes towards the job demonstrates job dissatisfaction.

According to (Aziri, 2011), Job satisfaction is defined as the employee's feeling regarding their work and is influenced by a region of factors. It relates to the total relationship between the employee as an individual and the employer. Job satisfaction represents a combination of positive or negative feelings that employees have towards their work and is closely linked to that individual's behaviour in the work place. It's about a worker's sense of achievement and their success on the job and it's directly linked to productivity as well as to personal well-being. Aziri (2011) further states that job satisfaction is about doing a job well that one enjoys and getting rewarded for the effort.

Ellickson and Logsdon (2002) cited in (Kabir & Parvin, 2011) defines job satisfaction as the extent to which employees like their work. It is an affective or emotional response towards the various aspects of an employee's job. Further (Kabir & Parvin, 2011) cites Reilly (1991) who defined job satisfaction as the feeling that a worker has about his or her job or a general attitude towards work or a job and it is influenced by the perception of one's job.

Job satisfaction means the extent to which an employee likes his job, it determines if the worker has a positive attitude towards their work in general (Armstrong & Murlis, 2004). The assessment includes perceived occupational characteristics, job feelings and the work environment. Because of a wide range of aspects, job satisfaction can be said to consists of a series of attitudes were one maybe satisfied with one of his job factors or unsatisfied with another. Job satisfaction is an emotional response to a job situation and as such, it cannot be seen but only inferred (Armstrong, 2006).Job satisfaction is based on individual's perception of what satisfies them and can be

influenced by several things such as job tasks, level of communication within the organization and the way in which management treats its employees (Dessler, 2005).

Therefore, based on this literature review, it can be concluded that there are many definitions of employee job satisfaction and just as there are many factors/facets which affect employees' job satisfaction in the work place. A common aspect that connects all these definitions is that employee job satisfaction is concerned about what people in an organization feel about their overall work. Furthermore, according to (Spector, 1997), studies indicate that there are several factors that can influence employee job satisfaction at work. (Dwumah, Gyasi-Boadu, & Ayamga, 2015) Indicates that several factors come together to determine the job satisfaction of employees such as pay, work, supervision, promotion, co-workers and work environment. Other factors include the demographic attributes of the employees and the broader social, organizational, and human contexts constituting the totality of work environment. While some factors could be specific to an industry or occupation, there are overarching categories of factors that can universally affect employee job satisfaction.

It's said that employee's job satisfaction offers important clues concerning the health and performance of an organization and provides information on where improvements can be made to the organization (Armstrong, 2006). However, for the purpose of this study, only six facets/factors of job satisfaction based on Herzberg's two factor theory were considered as per figure 1 (conceptual framework). The reason of basing this study on Herzberg's two factor theory is that it is the most often cited theory on employee job satisfaction (Aziri, 2011).

2.3. Theoretical Review

Over the years, there have been several studies conducted about employee job satisfaction and as a result, several theories or models have emerged. However, this study is anchored on Herzberg two-factor theory because the theory directly deals with the factors that lead to employees' job satisfaction and dissatisfaction. Further, this theory is also one of the most popular and cited theories on employee job satisfaction (Ogonda, Orwa, Peter, & Jedida, 2015).

2.3.1. Herzberg Two-Factor Theory

According to (Mullins, 2010) Herzberg's original study consisted of interviews with 203 accountants and engineers, who were chosen based on their growing importance in the business world and were selected from different industries in the Pittsburgh area of the United States of America. In his study, Herzberg, asked his subjects to relate times when they felt exceptionally good or exceptionally bad about their current jobs or any other previous jobs. In his findings,

Herzberg noticed that responses to the interviews were generally consistent and indicated that there were two different sets of factors which were the primary cause of job satisfaction and dissatisfaction (Mullins, 2010). This is what led to the two-factor theory of motivation and job satisfaction.

According to Kreitner (2007) cited in (Ogonda, Orwa, Peter, & Jedida, 2015) Herzberg found that dissatisfaction generally tends to be associated with employee complaints about their job context or factors in the immediate work environment or work setting. This is also supported by (Mullins, 2010) who stated that Herzberg indicated that Hygiene and motivating factors are one set of factors which, if absent, cause job dissatisfaction. It's held that these factors are related to the job context and are concerned with job environment and are extrinsic to the job itself. They serve to prevent dissatisfaction, and these include; achievement, for example successful execution of work, recognition for what has been achieved, and nature of work i.e. how interesting, meaningful and challenging the job is to the staff, promotional opportunities for growth and responsibility (Njoroge, Nzulwa, & Kwena, 2016).

Meanwhile, Herzberg contends that factors that lead to job dissatisfaction includes company policies and procedures, supervision, interpersonal relationships, job security and compensation (Njoroge, Nzulwa, & Kwena, 2016). Job dissatisfaction is as a result of the absence of hygiene or factors for example if employees' feel that the compensation is not at par with that of other employees in the same occupation at other organizations, they will be unhappy, and this will influence them to underperform or leave the current employer. Therefore, managements in organizations must try as much as possible to eliminate dissatisfaction by ensuring that pay, working conditions, policies and procedures are reasonable as well as try to ensure that advancement, achievement, recognition is provided (Ogonda, Orwa, Peter, & Jedida, 2015).

2.4. Conceptual Framework

A conceptual framework refers to when a researcher conceptualizes the relationship between independent variables in the study and shows the relationship graphically or diagrammatically (Mugenda & Mugenda, 2003). (Miles & Huberman, 1994) Indicate that a conceptual framework mainly tries to explain either graphically or in narrative form the main things to be studied, such as the key factors, constructs or variables and the presumed relationship among them. A conceptual framework is very important for it assists the researcher to quickly perceive the relationship established. Below is the study's conceptual framework depicted in figure1.

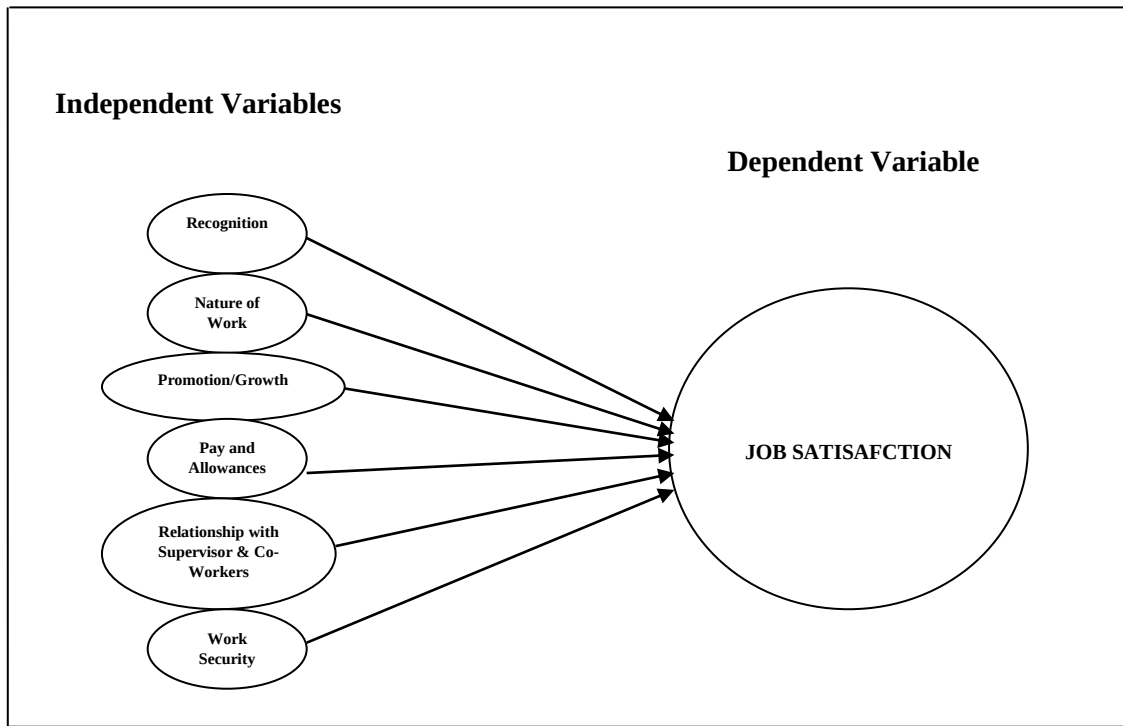


Figure 1: Conceptual Framework

2.4.1. Recognition

Research shows that both financial and nonfinancial rewards impact on the job satisfaction of employees. It's believed that employees are likely to be satisfied with their jobs and improve their performance with nonmonetary rewards such as employee recognition. According to (Tessema, Ready, & Embaye, 2013), Recognition is defined as the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual employee or team. It further, refers to praise or a personal note acknowledging achievements including small gestures that are important to employees.

Recognition in the work place has everything to do with appreciating an employee's effort and acknowledging their accomplishments. Recognition of an employee could occur both in verbal, promotion, and in tangible reward. While citing Herzberg (1968), (Ogonda, Orwa, Peter, & Jedida, 2015), explains that an employee at any level of the organization wants to be recognized for their achievements on the job and that their success does not have to be so monumental before they deserve recognition. It is just a natural occurrence that employee' effort is recognized for them to feel part of the system and when an employee is recognized, they feel trusted and they are more likely to give his/her all to the organization (Ogonda, Orwa, Peter, & Jedida, 2015).

There is a general assumptions that every employee enjoys or likes to be recognized and appreciated in the workplace because it is an everyday human innate need (Abdullah, Shonubi,

Hashim, & Hamid, 2016). Tanner (2009) cited in (Abdullah, Shonubi, Hashim, & Hamid, 2016) indicates that every humanbeing needs appreciation, every human craves for it and every human responds to it which makes recognition basic and significant to the success of any organizations. Recognition demonstrates confidence in the workforces and a confident workforce is more gainful, it is further stressed that when an employee feels appreciated and esteemed, his/her commitment in the work environment expands and could also reduce in staff turnover. Appreciation and recognition of employees are a psychological or intangible intrinsic rewards which play a very vital role in employee job satisfaction and improving staff performance. (Abdullah, Shonubi, Hashim, & Hamid, 2016) cites Andrew (2004) who states that an employee's commitment depends on the rewards and recognition they receive.

Further, the aspect of recognition at the work place has to do with appreciating the efforts of the employee's and acknowledging their accomplishments. Recognition could occur through verbal, promotion, and in tangible reward. Ogonda et al (2015) cited Herzberg (1968), who explained that individuals at every level of the organization want to be recognized for their efforts and achievements on the job, their success does not have to be big before they are recognized. It is a natural occurrence that people's efforts are recognized for them to feel part of the system. Studies show that employees who feel appreciated are more positive about themselves and their ability to contribute. Therefore, employee recognition can boost productivity and increase job satisfaction of employees (Tessema, Ready, & Embaye, 2013).

Darling et al., 1997 & Nelson (2005) cited in (Tessema, Ready, & Embaye, 2013) shows that several research studies demonstrate that nonfinancial reward such as recognition and other intrinsic rewards are sine qua non for job satisfaction. It's further believed that recognition can help to motivate, build confidence, and inspire loyalty and commitment among employee to extend their efforts. Darling et al., (1997) argues that one of the most effective morale boosters for employees is praise for a job well done. Regular recognition of employee's achievements is one of the easiest ways to keep employees satisfied and productive in the workplace. For many employees, the feelings of self-worth are directly associated with their work.

Therefore, recognition is an important tool for business managers and HR professionals in promoting employee job satisfaction and organizational success. Employees who receive regular recognition for their achievements are likely to have higher job satisfaction than those who do not. Further, for recognition and appreciation to be effective, it needs to be personal and delivered in person (Abdullah, Shonubi, Hashim, & Hamid, 2016).

2.4.2. Nature of Work

Lumley et al (2011) Cited Spector (1997) who defined the nature of work satisfaction as the employees' satisfaction with the type of work they do. Individuals prefer doing work which is mentally challenging in that it gives them an opportunity to use their skills and abilities and offers them a variety of tasks, freedom and feedback on how well they are performing. Thus, the formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behaviour all stimulate job satisfaction among employees and require communication. When there are fewer distortions, ambiguities and incongruities occurring within the organisations, then more employees will be satisfied with their work.

(Khan & Aleem, 2014) cites Robbins et al. (2003, p. 77) who refers to the nature of work as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.” In many instances, work which relates to the aptitude of employees is more fascinating for them. According to (Mishra, 2013), studies show that nature of work is one of the greater causes of employee job satisfaction in the work place. When there is greater variation in the job content and less repetitiveness with which the tasks must be performed, employees normally will have greater job satisfaction.

According to (Saari & Judge, 2004) Research across many years, companies, and the types of jobs indicate that whenever employees are asked to evaluate the different facets of their jobs such as supervision, pay, promotion and so forth, the nature of the work generally emerges as the most important job facet. This does not mean to say that pay or effective supervision are unimportant, however, it is meant to show that much can be done to influence job satisfaction by ensuring that work is as interesting and challenging as possible. Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on (Saari & Judge, 2004).

The nature of work is the extent to which an employee is provided with interesting tasks, opportunities for learning and the chance to accept responsibility on the job. The content of work itself could be another major source of employee job satisfaction. Most individuals are satisfied with jobs which provide them with an overall workload and level of variety which is not so low as to be boring and not so high that it would be overwhelming and overly challenging (Onimole, 2015). However, this factor applies mostly to employees who perceive their jobs as a career as opposed to those who perceive their positions as temporary or short-term ones.

Work that is boring by nature can lead to high levels of boredom and unfriendliness among employees and therefore, it's important to note that employees work for various reasons, some for an exciting career challenge while others do it for financial security. As such it is worth noting that every worker needs to be satisfied for them to perform the tasks in an interesting manner

2.4.3. Promotion and Growth

Many studies indicate that there is a direct and positive association between promotion and employee job satisfaction, and it is a significant facet of a career for an employee (Malik, Danish, & Munir, 2012). Promotion occurs when an individual makes a shift in the upward direction in the organizational hierarchy and moves to a place of greater responsibility and power. This can also make a significant increase in the pay of such an employee as well as in the span of control and authority. According to Mishra (2013), studies indicate that after spending many years in the job, employees begin to give more importance to advancement than to issues of pay. Employee job satisfaction is more ebullient where there are many opportunities for career advancement. (Nalem, 2015) States that "employees are more satisfied with their current jobs if they see a path available to move up the ranks in the company and be given more responsibilities along with higher compensations".

The basic definition of promotion is that, it's the movement of an employee upward in the hierarchy of authority in an institution (Lumley, Coetzee, & Tladinyane, 2011). The movement comes with increased responsibility and most likely improved compensation package. According to Robbins (1993) cited in (Lumley, Coetzee, & Tladinyane, 2011) promotion provides an employee with the opportunity for personal growth, increased social status and increased responsibilities. (Spector, 1997) Also states that employees who perceive promotion opportunities to be fair in the organization are more likely to experience job satisfaction. Further promotion is defined as the reassignment of an employee to a higher-rank of job.

According to (SHRM, 2016) one of the most dissatisfying aspects of a job that employees experience is the feeling of been stuck in their position, with no prospects for growth or promotion. Employees want to feel like they are working towards some end and through commitment and dedication, they could be recognized for their efforts and be promoted. It's very important that companies pay attention to employees' level of satisfaction with regards to advancement as they would become discouraged if they are continuously overlooked for promotions. (SHRM, 2016) States that "over the past eight years, the percentage of employees considering career advancement opportunities as very important to their job satisfaction has risen by almost 20 percentage points. Not surprisingly, Millennials and Gen Xers were more likely than

Baby Boomers to consider career advancement opportunities as important job satisfaction contributors”

Promotion can be used as an incentive to reward employees for meeting the organizational goals thus it serves to synchronize the organizational goals with personal goals. There is a consensus among researchers that employee job satisfaction is strongly associated to opportunities for promotion and growth. The positive relationship between employee job satisfaction and promotion is dependent on the perceived equity by the employees. As compared to other job facets of an employee such as recognition and achievement the degree of promotion has a stronger impact on job satisfaction because it carries with it a significant change in the wage package of an employee Gachie (2016) citing (Murphy, 1985). It's believed that organizations which have enough scope for promotion tend to foster job satisfaction among employees better than those that do not give such opportunities.

Growth and career development are directly linked to the job satisfaction of employees in a way that employees feel value from their supervisors and organization as their goals are being focused and achieved. Organizations need to invest more in ongoing employee career development programs because employees who are satisfied with their job prospects would never want to leave such an organization hence the organization would have retained its golden employees to achieve its objectives and long-term corporate goals.

Gachie (2016) cites Shields and Ward (2001) that employees who are dissatisfied with the opportunities available for their career growth and promotion demonstrate a greater intention to leave the organization. The greater the chances of promotion prospects in the organization, the higher will be the job satisfaction among employees in the organization. It's believed that one of the key factors in reducing employee turnover is the ability to advance professionally and an employee's perceived commitment from an employer regarding job advancement. Therefore, organizations ought to ensure that chances of career growth and promotion for staffs are created to maximize employee job satisfaction and efficiency in the work place.

2.4.4. Pay and Allowances

Generally, employees are compensated for their times spend on the job and the amount of work produced. Pay is one of the most important factors in employee job satisfaction because it is associated with global satisfaction (Spector P. E., 1997). Many people think that job satisfaction stems from a good salary and it is widely held that employees 'output must be proportional to their salary. Many studies conducted on job satisfaction found that pay has an influence on job the

satisfaction of employees. Pay is said to be like the ‘glue’ that binds employees and their employers together and could serve several purposes like assisting in recruitment, job performance and job satisfaction (Muguongo, Muguna, & Muriithi, 2015).

According to Erasmus, van Wyk and Schenk (2001) cited in (Yaseen, 2013), Pay is defined as that which an employee receives against his or her work after fulfilling his duty, including all type of financial and non-financial rewards. Heery and Noon (2001) cited in (Yaseen, 2013) defined pay as payment, in which includes many components like basic salary, benefits, bonuses, pay for doing extra work and incentives. Pay is further considered as the reward which is given to employees against the work done to support their families. Dessler (2008) indicated that employee pay includes all compensation factors which are given to him against his work and the most common forms of compensation are wages, salaries and tips.

In today’s competitive business environment, institutions strive to gain competitive advantage by offering their employees a highly competitive salary; as such pay is not only used as a tool to gain competitive advantage but also used as a strategy to attract, motivate and retain the top talents within the Institution (Dwumah, Gyasi-Boadu, & Ayamga, 2015). The role which pay plays in attracting and retaining people at a work place has been recognized for many decades and is increasingly important in today’s competitive, economic environment where strategic compensation planning is required. Often, when people feel that they are well rewarded for the services rendered to the organization, they are more likely to work harder, beat deadlines and achieve their targets. However, on the contrary, when employees feel under remunerated, then lateness, absenteeism, strikes, go-slows, may characterize behaviour (Osibanjo, Adeniji, Olubusayo, & Heirsmac, 2014).

The equity theory holds that people have a strong need to maintain a balance between what they perceive as their inputs to their jobs and what they receive from the jobs in the form of payment. For example, when employees believe that they are underpaid, they are likely to reduce expended effort by working more slowly, taking off early or completely being absent. In the same manner, if an employee believes that they are being overpaid, they are more likely to work harder or even for longer hours. When employees believe that they are receiving equitable pay in relation to their input, they are generally satisfied. Employee compensation is very important because it has a long-lasting impression on the employee. Moreover, they contend that employees judge the quality of their job in the intrinsic satisfaction and the personal reward they earn from their work. Previous studies have demonstrated that pay affects job satisfaction of employees in an organization Gachie (2016) citing (Danish, & Usman, 2010; Saleem, et.al 2013). Employees

expect a certain level of monetary rewards for their contribution to the organization and pay constitutes a quantitative measure of an employee's worth.

According to Yen et al (2010) many studies have found that pay dissatisfaction is the main reason why employees reconsider their current employment. Darma & Supriyanto (2017) indicates that compensation is a very important activity to make employees quite satisfied in their work and can create and maintain productivity. When there is inadequate compensation, existing employees tend to leave the company and the organization can experience difficulties in replacements, especially in recruiting. Economic rewards play a significant role in influencing job satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and secondly, employees often see pay as a reflection of management's concern for them (Kabir & Parvin, 2011). Employees want a wage or pay system which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level and community pay standards, satisfaction is likely to result.

Frye (2004) cited in (Khan & Aleem, 2014) concluded that compensation is the most critical factor for any organization to magnetize the right employees and retain them for a longer period. Studies found that lower level of pay is the cause of turnover and have since established that there is a positive relationship between job satisfaction and pay. Mishra (2013) Indicated that the higher the pay the more satisfied employees are. Employees view their rewards as an indication of their value to the institution and they compare their inputs to received outputs relevant to that of others (Dwumah, Gyasi-Boadu, & Ayamga, 2015). It's said that employees' willingness to stay on the job largely depends on the compensation package of the Organization.

Furthermore, it has been argued that the degree to which employees are satisfied with their job and their readiness to remain in the organization is so much a function of compensation packages and reward system of the Organisation (Osibanjo, Adeniji, Olubusayo, & Heirsmac, 2014). Therefore, the pay package must be attractive enough to prevent staff from becoming dissatisfied and looking elsewhere for better salary, and to make the employees work in a desired direction it is important that companies use rewards to stimulate the desirable behaviour.

2.4.5. Relationship with Supervisor & Co-Workers

Herzberg et al. (1959) cited in (Vann, 2017) indicated that supervision is a critical extrinsic factor of work and that positive observable supervisory behaviours, perceptions, and interactions can lead to exceptional feelings of employee job satisfaction which promotes organizational performance. Research outlines that there is a positive relationship between supervision and

employee job satisfaction and as such it forms an important role. The role of supervision in employee job satisfaction is clear in terms of the ability of the supervisors to provide the emotional and technical support as well as guidance to their subordinates with work-related assignments (Dwumah, Gyasi-Boadu, & Ayamga, 2015). It's held that Job satisfaction is stimulated when supervisors can offer technical assistance and work-related support to their subordinates.

The behaviour and attitude of supervisors towards their employees could be a contributing factor to job-related complaints because it can strongly affect the development of trust in relationships with employees and may in turn, has a significant effect on job satisfaction. A study conducted by Packard and Kauppi cited in (Dwumah, Gyasi-Boadu, & Ayamga, 2015) found that employees with supervisors who display democratic management styles experience higher levels of job satisfaction than those whose supervisors exhibit autocratic or laissez – faire leadership styles. Similarly, supervisors whose leadership styles place emphasise on consideration and concern for their employees generally have more satisfied workers than those who focus on task structuring and production. Therefore, supervisors must bring the humanistic part to the job by being more considerate towards their employees to contribute towards increasing their employee's level of job satisfaction (Dwumah, Gyasi-Boadu, & Ayamga, 2015).

Neog & Barua (2014), Indicates that Supervisor support is one of the most important factors to manage employee retention. Citing the works of Buckingham & Coffman in *Break All the Rules*, (1999), Neog & Barua (2014) states that researchers have found that the talented people join institutions for many different reasons, however, how long that employee decides to stay and how productive they are while in employment is determined by the relationship with their immediate supervisor. It was also exposed that the relationship between supervisor and subordinate can really contribute to the level of job satisfaction of employees. Supervisor support is described as the extent to which supervisors or leaders care about their subordinates' welfare and value their contributions. A leader who maintains well working relationships with his employees is one that makes people feel appreciated, heard and cared about. When a leader can provide mentorship, it enhances job satisfaction, improved working practises and reduces preventable turnover (Neog & Barua, 2014).

According to (Spector, 1997), the way an immediate supervisor behaves could be a determinant of job satisfaction among employees. (Robbins, 1993) States that employee job satisfaction could be increased when the immediate supervisor is friendly, understanding, praises performing employees, listens and values the opinions of others and shows personal interest in them.(Mishra,

2013) Further indicates that the ways in which subordinate's perceive a superior's behaviour can positively or negatively influence job satisfaction. There is a high and significant correlation between employees' sense of job satisfaction and supervisors', studies indicate that supervisor leadership styles can positively influence employees' job satisfaction (Onyebuenyi, 2016). It's said that leaders who encourage positive leadership style can enhance employee job satisfaction than leaders who do not. Therefore, the quality of supervision that employees get is an important determinant of job satisfaction.

Meanwhile, the nature of the work group can also have an impact on employee job satisfaction because a friendly and co-operative working group could serve as a source of support, comfort, advice and assistance to the individual worker (Aziri, 2011). A very good working group makes a job more enjoyable for employees. Mishra (2013) Indicates that staffs that are able to maintain a good working relationships with their co-workers are more likely to have higher levels of work satisfaction than those who do not. Robbins (1993) States that having friendly and supportive co-workers can increase job satisfaction in a workplace. This is supported by Ghazzawi (2008) cited in (SHRM, 2016) who states that the culture to which an employee has been exposed to, the co-workers and the groups he/she interacts with may all have a great impact on one's job satisfaction.

Positive relationship with co-workers fosters a sense of loyalty, camaraderie, moral support and engagement among employees (SHRM, 2016). These bonds could further boost the overall results and productivity of the organization as employees would more likely not want to disappoint their teammates but remain a cohesive team, especially in times faced with adversity (SHRM, 2016).

Further, given that employees usually spend over eight hours a day at their job interacting with co-workers; it is not surprising that the relationship with co-workers is a significant determinant of employee job satisfaction. Employee's worker attitudes and satisfaction are developed through interaction with other co-workers within the context of the work environment. Citing Vitell & Singhapakdi (2008), (Lehman, 2014) in her unpublished MBA work indicates that the work group is the extent to which there is evidence of a team spirit within the organization. The quality of the work-group relationship helps to identify the level in which co-workers are competent, helpful, friendly, and personally interested in each worker.

Lehman (2014), further indicates that a study done by Ellickson and Logsdon (2001) revealed that of the 14 facets studied, relationship with co-workers was the strongest variable in determining overall job satisfaction. Therefore, efforts to increase job satisfaction should not only focus on skill variety, task identity and significance, autonomy, and feedback from the work but rather the social relationships among the fellow employees, including feedback from colleagues (Emmert

and Taher 1992) cited in (Lehman, 2014). Studies seem to suggest that employee job satisfaction is more of a function of the social relations and interactions among employees, which reflects the importance of social interactions in the workplace between co-workers and the role it plays in the employee's overall job satisfaction.

Co-workers with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. Employees are more satisfied when they are supported with their co-workers to achieve their own goals (Sumedho, 2015).

2.4.6. Job Security

Job security is often measured using perceived risk of job loss of an employee soon and it is a significant determinant of job satisfaction (Jandaghi, Mokhles, & Bahrami, 2011). Job security is the feeling of an individual having a good job and assurance of its continuance in the future without any threats. Studies indicate that people who feel that they will continue in their jobs until the end of their service and would not be threatened by any factors; such person enjoys job security (Jandaghi, Mokhles, & Bahrami, 2011). Job security directly influences the job satisfaction of an employee which also affects the overall performance of an organization. Mallah, Keerio, & Shah (2015) indicate that the more an employee feels secured in their job, the more they would be satisfied as well and mostly employees enjoy working for organizations which offer more job security.

In today's feeble economic conditions where employments are increasingly becoming hard to secure, jobs are being sliced and recruiting activities have slowed down in many Institutions, job security has now become much more significant to employees job satisfaction (Chatterjee & Chatterjee, 2015). In the past, employees were much more inclined towards continuous change of their occupation as they were still a great number of job opportunities; however, the situation is completely different now because many Institutions are cantered on layoffs because of slow business. As such employees are more inclined to look for job security and soundness in their present occupations than any other factor (Chatterjee & Chatterjee, 2015).

Job security is an employee's assurance that they will be kept in their jobs. The satisfaction of employees can be affected by job security because employees with higher level of job security and low probability of losing jobs have higher job satisfaction (Nalem, 2015). Studies indicate that employees want a steady work environment (Mishra, 2013). Job satisfaction is higher in a work environment that is steady. Although the economic conditions generally seem to have stabilized in most organizations, job security has continued to be a major factor influencing workers' job

satisfaction (SHRM, 2016). According to studies, since the great recession began in late 2007, job security claims the number one spot as the job satisfaction contributor rated as very important (SHRM, 2016).

Literature demonstrates that most employees obtain job satisfaction from knowing that the organizations they work for are stable (Mishra, 2013). Most people feel that this is the most important aspect of the job, and having a stable organization makes them feel secure and helps promote job satisfaction.

2.5. Related Works

Several studies have been conducted on the issue of factors affecting employee job satisfaction; however, these studies have not conclusively answered what the main factors affecting employee job satisfaction are. Table 1 below summaries these related studies and indicate their findings and research gaps.

Table 1: Related Works

Author	Year	Title	Findings	Research gaps
Andrea L. Speers	2004	Job satisfaction in nonprofit organizations: the factors that influence employee job satisfaction at Goodwill Industries of Greater Grand Rapids, Inc.	The study found that the top two factors influencing job satisfaction were relationships with direct supervisors and relationships with co-workers.	The study only used one organization to generalize that these are the two most influencing factors of job satisfaction in the NGO sector.
Mollyne Knight Ndinya, Dr. Joyce Nzulwa, Ronald Kwena	2017	Factors affecting employee retention in non-governmental organizations in Nairobi county, Kenya	The findings indicated a positive correlation between the dependent variable and the independent variables	The study did not bring out the factors affecting employee job satisfaction except establishing the relationship between organizational leadership and employee rewards
Kalunga Mukelabai	2017	Extent of Job Satisfaction of Secondary School Teachers in Namwala District, Southern Province of Zambia	Findings from the study revealed that the teachers were moderately satisfied with pay and working conditions and they were satisfied with work itself, relationship with co-worker and relationship with supervisors (s).	The study was focused on measuring the extent of satisfaction as opposed to identifying the key factors affecting employee job satisfaction
Tabitha Wanjiru	2015	Factors affecting employee	The study established	The study generalizes its

Muchemi		satisfaction in non-governmental organizations: a case study of Africa yoga project	that employees were satisfied with the current salary to a little extent.	findings based on only one NGO, further the study focused only on salary and policies as the key factors affecting job satisfaction.
Lakbub Judith Nalem	2015	Factors influencing job satisfaction on employees out-put. the case of the Tole tea estate and the Buea council	The findings show that company policies, career advancement, interesting work, sense of achievement & recognition were the main job satisfiers	The framework used in the study does not directly deal with factors affecting employee job satisfaction
Victoria C Chiwaula	2016	Analysis of job satisfaction, organizational commitment and employee performance in parastatal organizations in Zambia	The findings of this study indicate that there is a positive relationship between job satisfaction and organization commitment	The study could not clearly indicate the factors affecting employee job satisfaction
Rhoda Cynthia Bakuwa, Francis Chasimpha, Joyce Masamba	2013	Staff retention in developing countries: a case study of an NGO in the health sector	Results revealed that it was the non-financial/intangible rewards and not the financial package that significantly contributed to employees' feelings of satisfaction	The study focused at comparing the financial and non-financial factors in determining employee job satisfaction
William Kibet Kitur	2015	Factors influencing employee turnover in NGO managed community development projects in bomet county	The study found that key factors influencing employee turnover in NGO managed community-based development projects were project leadership, employee remuneration, motivational rewards and creation of a conducive working environment.	The parameters used in the study did not address specific job factors affecting employee job satisfaction
Barabona Thomas Mubondo	2013	Factors Leading to high Staff turnover in Non Governmental Organizations in Tanzania	The findings reveal poor policies and structures; a decrease in motivation, commitment, quality and quantity of work output, tense work relations and Lack of communication.	Some factors considered in the study do not directly address factors of job satisfaction

2.6. Chapter Summary

This chapter has brought out a model of the relationship between the six job facets being studied and employee job satisfaction. It has also brought out the theory of the study.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter outlines the research design undertaken, the target population, sample size and sample selection of the study. It further goes to capture the data collection instruments and data analysis methods used to answer the research questions. It concludes by indicating ethical consideration for the study.

3.2. Research Design

According to (Saunders, Lewis, & Thornhill, 2007), research design refers to the general plan of how one will go about answering the research questions in the study. Further, (Kothari, 2004) defines research design as the arrangement for the conditions of collecting and analysing data in a manner that aims to combine relevance to the research purpose. The researcher adopted a descriptive survey design to conduct this study as it is considered the best method available to social scientists. According to (Orodho & Kombo, 2009), a descriptive survey design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Furthermore, (Orodho & Kombo, 2009) indicate that this method is used when collecting information about people's attitudes, opinions, habits or any of the variety of education or research social issues.

This design is therefore seen relevant to the research because the researcher sought to investigate the main factors affecting employee job satisfaction in Non-governmental Organizations in Zambia and more so, it's the most popular and common strategy to answer who, what, where and how questions (Saunders, Lewis, & Thornhill, 2007). The findings of this research provided a basis for making recommendations of a framework of factors that could improve employee job satisfaction in the NGO sector. The dependent variable was employee job satisfaction while the independent variables included recognition, nature of work, promotion and growth, pay and allowances, relationship with supervisors and co-workers and finally job security.

3.3. Population and Sample Size

3.3.1. Population

A population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated whereas target population refers to the specific population

about which information is desired (Vaihekoski & Mika, 2011). According to (Saunders, Lewis, & Thornhill, 2007) a population is defined as a full set of cases from which a sample is taken. It can also be referred to as a subset of a population (Mugenda and Mugenda, 2003). Since the research was about investigating factors that affect employee job satisfaction; the target population consisted of 64 fixed term employees of IITA, MCA-Zambia and PATH. These three Institutions were selected based on their positive willingness to participate in the study and because of their convenient location (Lusaka). Table 2 below shows the population of the study:

Table 2: Population of study

	Name of Institution	Number of Employees	Percent
1	IITA	27 out of 35	77.14
2	MCA-Zambia	25 out of 40	62.50
3	PATH	12 out of 30	40.00
Total		64	

Source: Field Survey, 2018.

3.3.2. Sampling Design

Sampling is the process of selecting a subset of individuals from within a statistical population to estimate characteristics of the whole population (Saunders, Lewis, & Thornhill, 2009). Sampling ensures that some elements of a population are selected as representative of the population. Sampling design is a working plan or structure that specifies the population frame, sample size, sample selection and estimation of sample size in detail. The main objective of a sampling design is to know the characteristic of the population (Borg & Gall, 2010).

3.3.2.1. Sampling Frame

A sampling frame is an objective list of elements from which the researcher can select his or her sample (Saunders, Lewis, & Thornhill, 2009). Therefore, a sample frame needs to contain an updated list of all those that comprise the target population. The sampling frame must be a current, complete and relevant list of population for the attainment of the study objective. In this study, the sampling frame was drawn from the three managements of the respective organizations.

3.3.2.2. Sampling Technique

Sampling technique is a procedure the researcher uses to gather people or things to study (Orodho & Kombo, 2009). A sample is part of the target (or accessible) population that has been procedurally selected to represent it and whose properties are studied to gain information about the whole. This study used a simple random sampling technique to select participants in the research.

3.3.2.3. Sample Size

Sample size is the number of individual samples measured or observations used in a survey or experiment. In this study, because of the relatively small population of three Institutions', the study had a sample size of 55 fixed-term employees (86%) who were accessible and available at the time of data collection.

3.4. Data Collection Methods

Data is anything given as a fact on which a research inference can be based, (Oso & Onen, 2009). In this study both primary and secondary data were collected and used. Primary data was collected using a self-administered semi-structured questionnaire, which was divided into two sections; the first section consisted of questions focusing on personal data while the second section comprised questions focusing on the various factors which can affect employee job satisfaction based on Herzberg two-factor theory. Both open and closed ended questions were used in the collection of primary data. The content validity of the instrument was determined by discussing the items in the instrument with the supervisor and other lecturers from the school. A five-point Likert scale, ranging from 1 'strongly disagree', 2 'disagree', 3 'Neither agree nor disagree', 4 'agree' to 5 'strongly agree' was used. Meanwhile, secondary data was obtained from reviewing records of similar studies relevant to the subject.

3.5. Research Procedures

For this study, the research procedure involved getting permission from the Managements of the three (3) institutions that were involved in the study before data was collected. Further, an introductory letter from the University was obtained to show that the research was commissioned as part of the academic dispensation. Self-administered questionnaire was used in the study to collect quantitative data and all respondents received the same set of questions in the same

manner. To ensure a high response rate, an introductory letter from the researcher explaining the purpose of the study was incorporated into the questionnaire.

Further, questionnaires were physically distributed by the researcher using a drop and pick later method to reduce disruptions on the respondents work schedules. Completed questionnaires were obtained through the respective human resources units. In addition, respondents were assured that all responses would be treated with high confidentiality and that data and its findings would be reported in a way that does not identify a particular response with any given respondent and will only be used for academic purposes.

3.6. Data Analysis Methods

Data analysis is the examining of what has been collected in a survey or study and making deductions and inferences from it (Kothari, 2004). The process followed to analyse data was that, Data was first thoroughly edited and checked for completeness and comprehensibility. It was then coded before entering it unto SPSS for which facilitated the establishment of trends and relationships using both the descriptive and inferential statistics such as frequencies, mean and standard deviation. The data was further transferred into excel to generate various charts, tables and figures. Furthermore, correlation analysis was conducted between the independent and dependent variable to determine whether there was a relationship between the two variables.

3.7. Ethical Considerations

The hard truth is that survey research is inherently intrusive, and the data obtained could easily be abused. Therefore, the researcher purposed to observe five basic research ethical principles as advocated by Drawing on Oppenheim (1992). In the first instance, was to ensure that no harm came to the respondent because of their participation in the study. This is the primary ethical principle governing data collection and it overrides all other considerations. Secondly, was to ensure the respondent's right to privacy was respected, and no undue pressure brought to bear. This means that respondents were perfectly within their rights to refuse to answer questions without offering any explanation, and they had the right to decide to whom and under what conditions the information could be made available. Further, no information could be published about identifiable persons or organizations without their prior permission.

Furthermore, respondents were provided with enough initial information about the survey to be able to give their informed consent concerning their participation and how the data would be used. Finally, permission to conduct the survey was sought from the respective organizations

Management before the questionnaires were distributed. It is the researcher's moral and professional obligation to maintain strict level of confidentiality by ensuring that identities of respondents are not disclosed to anybody.

3.8. Chapter Summary

This chapter identified the research methodology and design used for this study. It gave a more detailed analysis of the research design, population size and the sampling process that was used in obtaining the research data. The data collected was analysed using the Statistical Package for Social Sciences (SPSS). The next chapter discussed data presentation and analysis.

CHAPTER FOUR:

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

The relevance and usefulness of data presentation and analysis in research work cannot be over emphasized. Therefore, this chapter presents the research findings in accordance with the research questions and research methodology. The purpose of this study was to establish the main factors affecting employee job satisfaction in non-governmental organization in Zambia. The study sought to answer two research questions: What are the main factors affecting employee job satisfaction in NGO's based on Herzberg two-factor theory? And what framework could be recommended to address employee job satisfaction based on the factors identified in research question I?

4.2. Response Rate

Figure 2 below indicates that out of the 55 questionnaires distributed, 51 questionnaires representing 92.7% of the total questionnaires distributed returned fully completed while 4 questionnaires were not returned representing 7.3% of the total questions distributed. This demonstrates that the response rate was very high. Mugenda & Mugenda (2003) Indicate that a response rate of 70% and over is excellent for analysis and reporting on the opinion of the entire population.

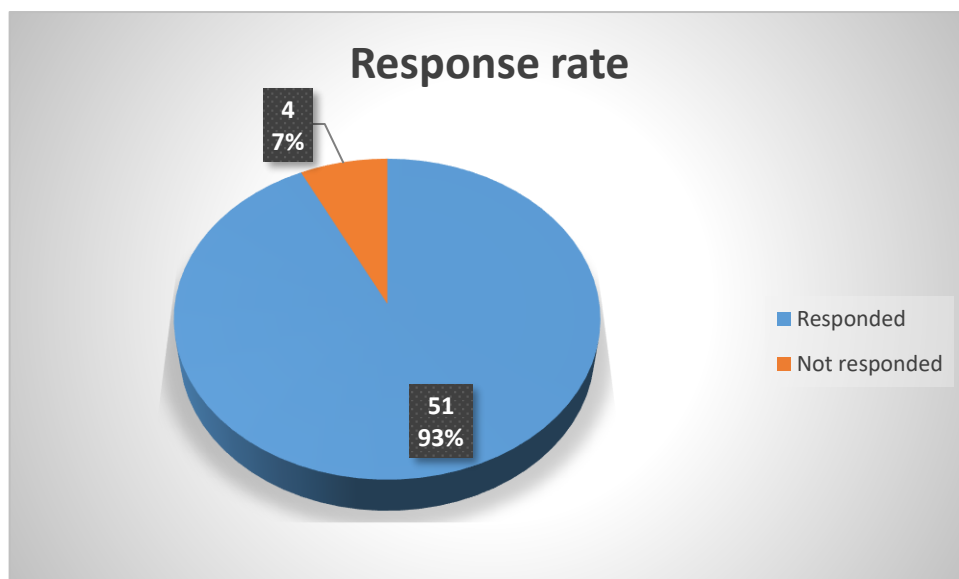


Figure 2: Response Rate

Source: Field Survey, 2018.

4.3. Demographic Information

This section contains the demographic information of the respondents. It demonstrates how the research took into consideration the respondent's age group, level of education and the level of responsibilities held in the organization. Other factors included were the number of years a respondent has worked for the current employer and the number of years the organization has been in existence in Zambia. The information was then analyzed through frequency counts and descriptive statistics.

4.3.1. Respondents Gender

The gender distribution of the respondents was sought in order to establish if there were any gender parities in the sector. The results as indicated in Figure 3 below shows that there was a good representation for both males and females in relation to the proportion in NGOs. This further goes to indicate that both male and female gender worked in this sector. However, the survey indicated that a slight majority of the workforce in the industry is male. Responses indicate that 51% of the respondents were males while female respondents were only 49%. Therefore, it implies that, there are more males than female employees amongst the sampled NGO's in Zambia.

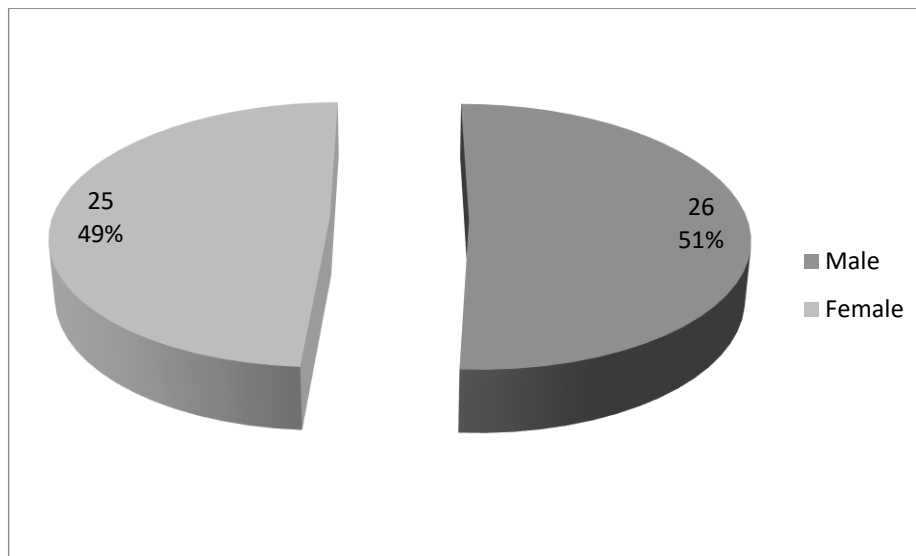


Figure 3: Respondents Gender Distribution

Source: Field Survey, 2018.

4.3.2. Age Group

Employee's age has the potential to affect employee job satisfaction in an organization (Armstrong, 2006); therefore, it was important for this study to identify the age groups of employees in the sampled NGOs. Based on the survey and results shown in Figure 4 below, it was found that, 2 respondents representing 3.9% of the total respondents were in the age group of 18 - 25. Meanwhile, most of the respondents (22) representing 43.1% of the total respondents were in the age group of 26-35. Further, results indicate that, 15 respondents representing 29.4% of the total respondents were in the age group of 36-45. In addition, 11 respondents representing 21.6% of the total respondents were found to be in the age group of 46-55. Nevertheless, only one respondent representing 2% of the total respondents was in the age group above 55 years and above.

Therefore, these results show that the study included all ages represented in the organizations. Because most employees in this sample (76.4%) were below the age of 45 years, it indicates that the NGO sector has an energetic group of employees who are still very youthful and with great potential to serve for more years to come. Furthermore, the fact that only 2% of the sample was above the age group of 55 years and above, it goes to show that there is a fair age distribution as the employees were neither too young nor too old.

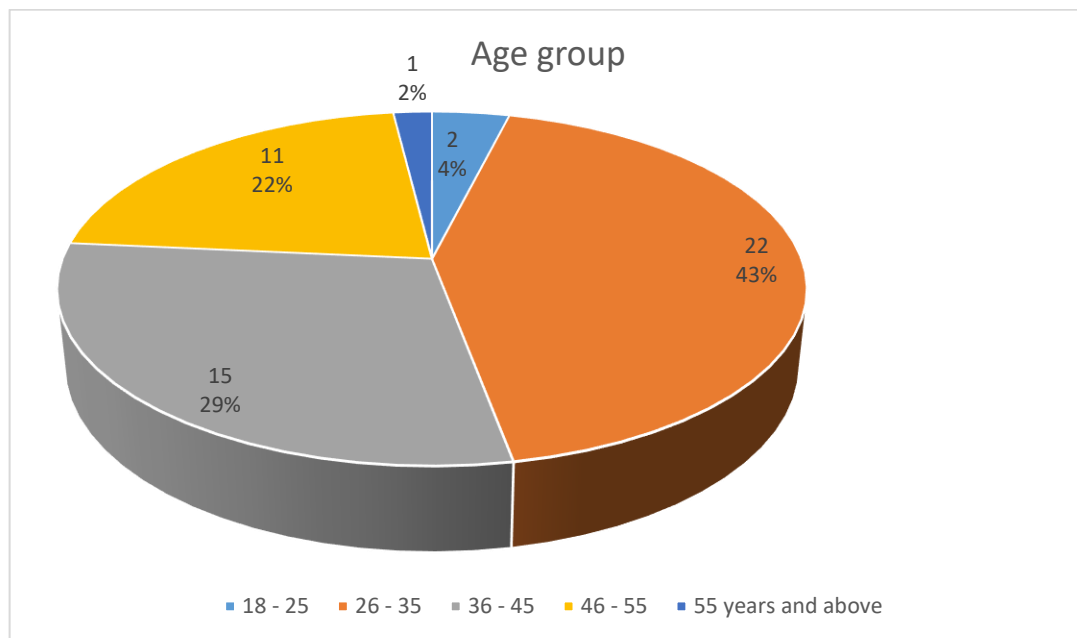


Figure 4: Respondents Age Distribution

Source: Field Survey, 2018.

4.3.3. Level of Education

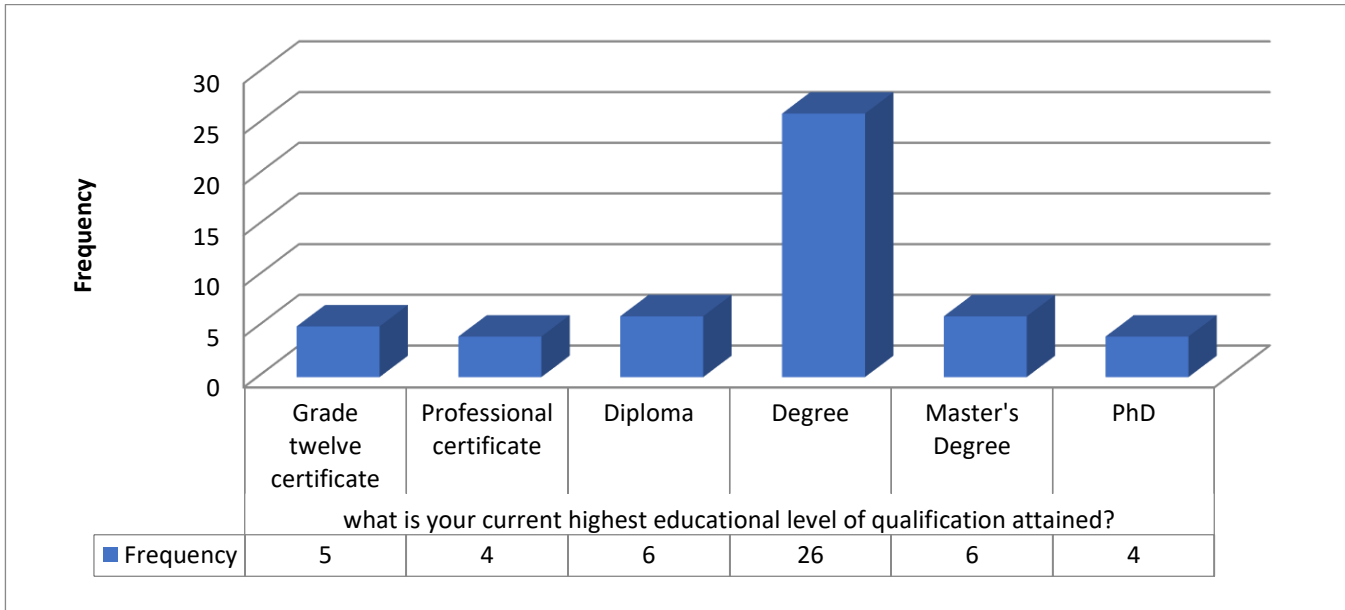


Figure 5: Highest Level of Education

Source: Field Survey, 2018.

Respondents were further asked to indicate their highest level of education attained; Figure 5 above indicates the responses. The study shows that majority of the respondents (26) translating into 51% of the total sample indicated that they had university first degree (undergraduates), this was followed by 6 respondents translating into 11.8% of the respondents who had post graduate qualification (Masters), which was similar to those with Diplomas. Further, 9.8% of the respondents had grade twelve school certificates while 7.8% of the respondents had a PhD which was equivalent to those who had professional certificates.

These findings indicate that most of the employees in the NGO sector had attained tertiary education and were well aware and had the capacity to clearly develop an opinion on the factors affecting employee job satisfaction. The level of education in the sector goes further to ascertain that employees in this industry were well equipped with the necessary knowledge and skills in their respective areas of specialization.

4.3.4. Level of Responsibility in the Organization

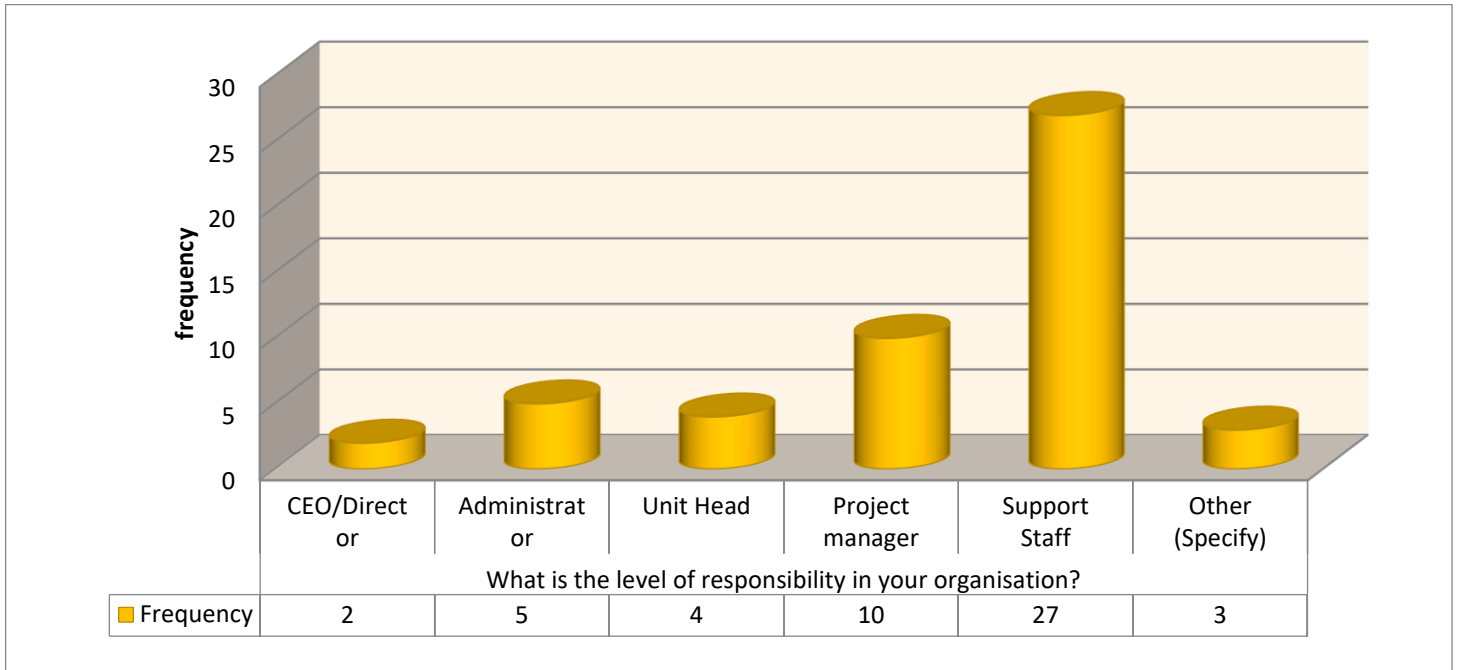


Figure 6: Responsibilities in the Organization

Source: Field Survey, 2018.

The Figure 6 above indicates that 27 respondents were support staff which constituted a majority percent of 52.9%. This was further followed by 10 respondents translating into 19.6% of the total respondents been project managers. Meanwhile, 9.8% or 5 of the total respondents were Administrators and 7.8% were Unit Heads. 2 respondents representing 3.9 percent of the total sample were CEO/Director and finally 3 respondents representing 5.9 percent of the total sample were working as either general workers or other jobs.

The results therefore indicate that this industry recruits more support staff than any other category of employees.

4.3.5. Period of Working with the Present Employer

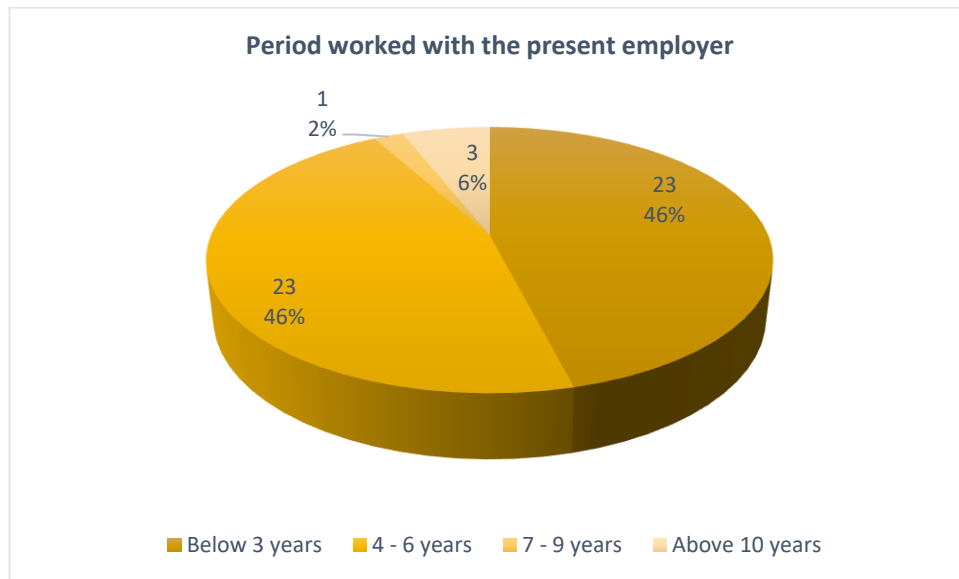


Figure 7: Distribution of period worked with the present employer

Source: Field Survey, 2018.

The respondents were asked to state the number of years they have worked at their respective Institutions. The responses are shown in the Figure 7 above.

The findings of this study indicate that most employees' 47.1% of the respondents had worked for their current respective organizations for the duration ranging from 4-6 years accordingly. This was followed by 23 respondents represented by 45.1% of employees who indicated that they had worked with the current employer for less than 3 years. Meanwhile, 3 respondents representing 5.9% had worked with the current employer for more than ten years. Nevertheless, 1 respondent representing 2% of the total respondents worked with their current employer for a period ranging 7 - 9 years.

It was important for this study to have more information concerning the employees' period of work with their current employer because employees who have worked for an institution for some considerable amount of time, get to understand how things work and thus will be better qualified to provide relevant information required for this study. Therefore, considering that 55% of the total employees had worked with their respective organizations for more than 3 years, it indicates that respondents had enough knowledge and were aware of the factors affecting employee job satisfaction in NGOs sector in Zambia.

4.3.6. Period of the Institution Existence in Zambia

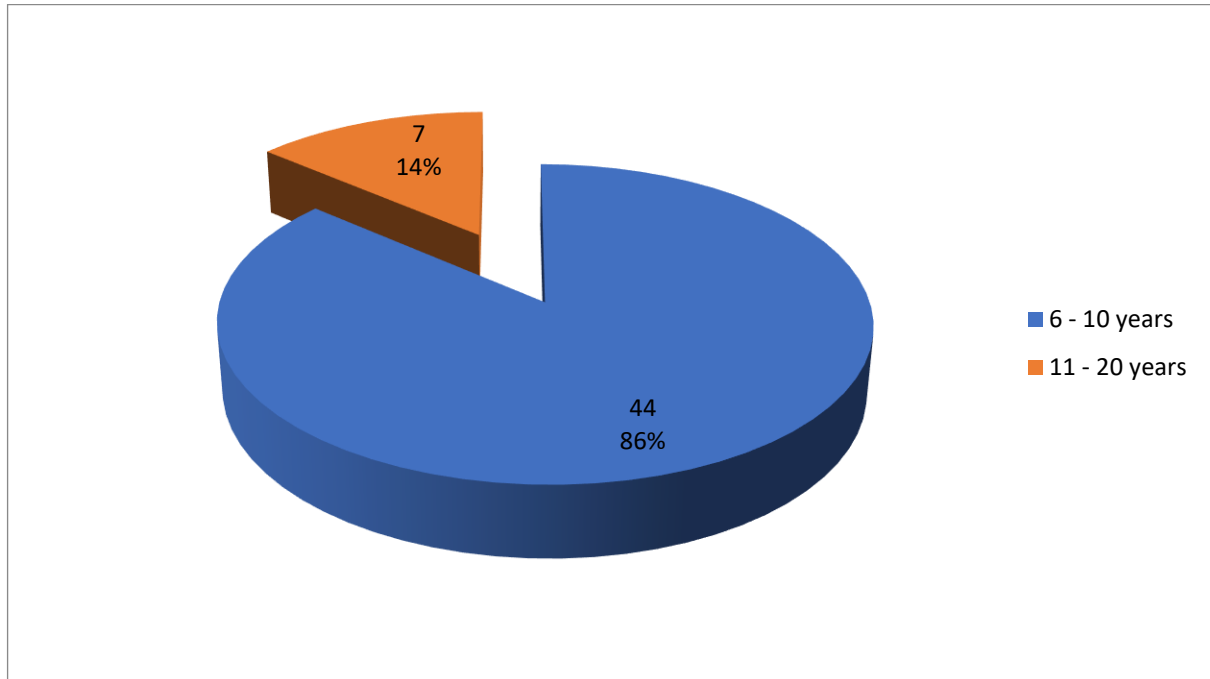


Figure 8: Distribution of the period of the institution existence in Zambia

Source: Field Survey, 2018.

The aim of determining the period of the institutions existence in Zambia was to match with the period of which the employees had worked with their current employer. According to this study and as indicated in Figure 8 above, it was found that; the majority of the respondents (44) representing 86% of the total respondents indicated that, their institutions have existed in Zambia for a period between 6 to 10 years while 7 respondents representing 14% of the total respondents indicated that their the institution had been in Zambia for a period between 11 to 20 years.

4.3.7. The Name of the Institution

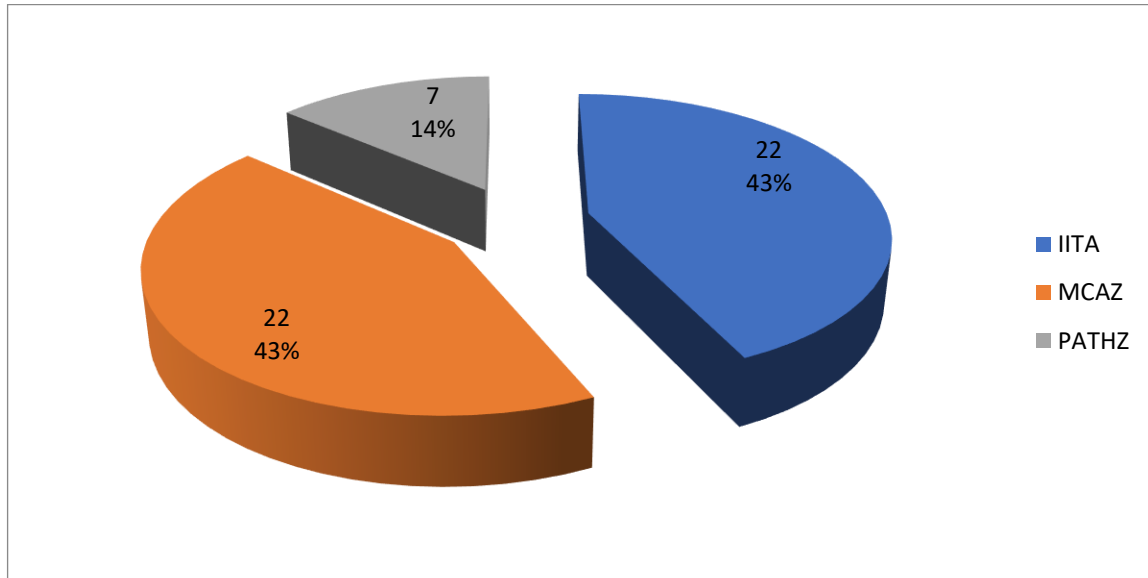


Figure 9: Responses on the institutions' name

Source: Field Survey, 2018.

Finally, because the research involved a few organizations and there was no means of tracking/knowning how many respondents were obtained from a respective institution, respondents were asked to indicate the name the institution in which they were working from. The findings in figure 9 above shows that; 22 respondents representing 43% of the total respondents were employees of IITA and the other 22 respondents representing 43% of the total respondents were operating from MCA-Zambia. The study further found that, 7 respondents representing 14% of the total respondents were operating from PATH. The findings further demonstrate that the low number of respondents from PATH is a result of a few numbers of employees who were present at the head office in Lusaka at the time when questionnaires were being distributed as most of their operations are spread across the country. However, the findings of this study generalize the responses on the factors affecting employee job satisfaction of all Non- governmental organizations in Zambia.

4.4. The Influence of Recognition on Employee Job Satisfaction

Respondents were presented with a few statements on which they were required to indicate their extent of agreement with each on Recognition. The responses were rated on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = neither agree nor disagree, 2 = Disagree and 1 = strongly disagree. From these, the research computed descriptive measures including mean and standard deviation for interpretation. Table 3 below illustrates the mean and standard deviation on recognition.

Table 3: shows the mean and standard deviations of recognition.

	N	Mean	Expected Mean	Std. Deviation
I feel appreciated when I achieve or complete a task	51	3.71	3.50	1.006
My supervisor always thanks me for a job well done	51	3.71	3.50	.944
Right amount of recognition is given for work accomplishment	51	3.33	3.50	.887

Source: Field Survey, 2018.

From the findings of this research, majority of the respondents agreed with the statements that they feel appreciated when they achieve or complete a task with a mean score of 3.71 and standard deviation of 1.006. Similarly, most respondents agreed with the statements that their supervisor always thanks them for a job well done with a mean score of 3.71 and standard deviation of .944. However, some of the respondents neither agreed nor disagreed with the statement that right amount of recognition is given for work accomplished with a mean score of 3.33 and standard deviation of .887. Based on the findings of this study it is appropriate to conclude that most employees in non-governmental organizations disagreed that right amount of recognition is given for work accomplishment.

4.5. The Influence of Nature of Work on Job Satisfaction

The respondents were presented with several statements on which they were required to indicate their extent of agreement with each on the influence of nature of work on job satisfaction. The

responses were rated on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = neither agree nor disagree, 2 = Disagree and 1 = strongly disagree. The mean and standard deviations were bred from SPSS and are indicated in Table 4 below.

Table 4: shows the mean and standard deviations of nature of work.

	N	Mean	Expected Mean	Std. Deviation
My work is thrilling, and I have a lot of variety in tasks that I do	51	4.12	3.50	.816
I am empowered enough to do my job	51	3.78	3.50	.879
My job is challenging and exciting	51	4.02	3.50	.787
I feel a sense of pride in doing my job	51	4.20	3.50	.800
I sometimes feel my job is meaningless	51	1.82	3.50	1.072

Source: Field Survey, 2018.

From the findings as indicated in the table above, a majority of the respondents strongly agreed with the statements that they feel a sense of pride in doing their job with a mean score of 4.20 and standard deviation of 0.787, In addition, the majority of the respondents also agreed to the statement that their work is thrilling and that they have a lot of variety in tasks that they do with a mean score of 4.12. Further, some respondents agreed with the statement that their job is challenging and exciting with a mean score of 4.02. Moreover, some of the respondents neither agreed nor disagreed with the statement that they are empowered enough to do their job with a mean score of 3.78 and finally, respondents strongly disagreed to the statement that they sometimes feel their job is meaningless with the mean of 1.82 and standard deviation of 1.072.

Therefore, based on the findings above, the results from nature of work helped to identify factors affecting employee job satisfaction in Non-governmental Organizations in Zambia and a recommendation for the framework was drawn from the findings. The results therefore indicate that most staff employees working for Non-governmental organizations in Zambia disagreed that they are empowered enough to do their job. It is therefore; best to involve key supervisors to empower the workers in an NGO to help to improve employees' job satisfaction by increasing the employees' engagement in projects.

4.6. The Influence of Promotion and Growth on Job Satisfaction

The respondents were presented with several statements on which they were required to indicate their extent of agreement with each on the influence of promotion and growth on job satisfaction. The responses were rated on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = neither agree nor disagree, 2 = Disagree and 1 = strongly disagree. The mean and standard deviations were bred from SPSS and are indicated in Table 5 below.

Table 5: shows the mean and standard deviations of Promotion and growth

	N	Mean	Expected Mean	Std. Deviation
If I do well in my job, I stand a fair chance of being promoted	51	2.43	3.50	1.136
I am satisfied with my chances for promotion in this organization	51	2.55	3.50	1.205
There is little or no chance of promotion in my organization	51	3.16	3.50	1.189
My job allows me to grow and develop, I feel I have grown as a person	51	3.86	3.50	.917
My job allows me to improve my experience, skills and performance	51	4.06	4.50	.925

Source: Field Survey, 2018.

According to the findings of this study, majority of the respondents agreed with the statements that their jobs allow them to improve their experience, skills and performance with a mean of 4.06 and standard deviation of 0.925. Further, several respondents agreed with the statement that their job allows them to grow and develop and they feel they have grown as a person with a mean of 4.06 and standard deviation of 0.925. However, the results of this study also show that some respondents neither agreed nor disagreed to the statement that there is little or no chance of promotion in their organization with a mean score of 3.16.

In addition, most of the respondents strongly disagreed to the statement that if they do well in their job, they stand a fair chance of being promoted with a mean of 2.43. Further, some employees also disagreed with the statement that they are satisfied with their chances for promotion in their organization with a mean score of 2.55.

4.7. The Influence of Pay and Allowances on Job Satisfaction

The study required the respondents to indicate the extent to which they agree or disagree with the following statements concerning the determination of employee job satisfaction through pay. The responses were rated on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = neither agree nor disagree, 2 = Disagree and 1 = strongly disagree. The mean and standard deviations were bred from SPSS and are indicated in Table 6 below.

Table 6: shows the mean and standard deviations of Pay

	N	Mean	Expected Mean	Std. Deviation
I am satisfied with my pay	51	3.33	3.50	1.227
The pay I receive is appropriate for the work I do	51	3.08	3.50	1.262
I feel satisfied with the annual increment provide by my organization	51	2.53	3.50	1.120
I am Satisfied with the bonuses/allowances and incentives available to me	51	2.71	3.50	1.221
I am satisfied with the end of contract benefits I receive	51	2.75	3.50	1.294

Source: Field Survey, 2018.

Based on this study, the findings of this research show that, majority of the respondents neither agreed nor disagreed with the statements that they were satisfied with their pay and that the pay they receive was appropriate for the work they do with mean scores of 3.33 and 3.08 respectively. However, the research shows that most respondents strongly disagreed with statement that they feel satisfied with their annual increment provided by their organizations with a mean score of 2.53. The study further indicates that most employees disagreed with the statement that they are satisfied with the bonus/allowances and incentives available to them with a mean score of 2.71. Moreover, the findings also demonstrate that most employees in the NGOs sector are not satisfied with the end of contract benefits they receive with a mean score of 2.75. Therefore, in summary, the findings of this study as indicated above, shows that Pay and Allowances is one of the key factors affecting employee's job satisfaction in non-governmental organizations in Zambia.

4.8. The Influence of Relationship of Supervisor and Co-Worker on Job Satisfaction

The study asked the respondents to indicate the extent to which they agree or disagree with the following statements concerning the determination of employee job satisfaction through relationship of supervisor and co-worker on job satisfaction. The responses were rated on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = neither agree nor disagree, 2 = Disagree and 1 = strongly disagree. The mean and standard deviations were bred from SPSS and are indicated in Table 7 below.

Table 7: shows the mean and standard deviations of the relationship of a supervisor and a co-worker.

	N	Mean	Expected Mean	Std. Deviation
I feel satisfied at work because my supervisor is pleasant and cares about employees' feelings	51	3.55	3.50	1.137
My Supervisor stands up for the employees and is a great role model	51	3.41	3.50	1.027
My supervisor is very competent in doing his or her job	51	4.04	3.50	.925
There is too much bickering and fighting among peers at work	51	2.40	3.50	1.200
I like working with my co-workers because they are helpful and friendly	51	3.67	3.50	1.108

Source: Field Survey, 2018.

Findings of this study showed that, majority of the respondents agreed with the statements that their supervisors are very competent in doing their jobs with a mean score of 4.04 and standard deviation 0.925. Further, most respondents also agreed with the statement that they like working with their co-workers because they are helpful and friendly with a mean of 3.67. In addition, the respondents disagreed with the statement that there is too much bickering and fighting among peers at work with a mean score of 2.40. However, the results indicate that, respondents neither agreed nor disagreed with the statement that they feel satisfied at work because their supervisor is pleasant and cares about employee's feelings with the mean score of 3.55. Further, some respondents neither agreed nor disagreed to the statement that their Supervisor stands up for the employees and is a great role model with mean scores of 3.41. Therefore, this study shows that

most employees are not sure about their level of satisfaction in terms of relationship with their supervisors and co-workers.

4.9. The Influence of Job Security on Job Satisfaction

The thesis sought the respondents to indicate the extent to which they agree or disagree with the following statements concerning the determination of employee job satisfaction through job security. The responses were rated on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = neither agree nor disagree, 2 = Disagree and 1 = strongly disagree. The mean and standard deviations were bred from SPSS and are indicated in Table 8 below.

Table 8: shows the mean and standard deviations of job security

	N	Mean	Expected Mean	Std. Deviation
I believe safe working at my work place	51	3.69	3.50	1.049
I believe my job is secure	51	3.35	3.50	.996
My work place is in an area where I feel comfortable	51	3.71	3.50	1.026

Source: Field Survey, 2018.

The findings of this study show that, majority of the respondents agreed with the statements that their work place is in an area where they feel comfortable and that they believe safe working at my work place with mean scores of 3.71and 3.69 respectively. However, the results indicate that most respondents neither agreed nor disagree to the statement that they believe their job is secure with the mean score of 3.35 and standard deviation of 0.996. Therefore, it can be concluded that most NGOs provide safe working environments for their employees and staff are satisfied with the locations of their offices. However, the fact that most employees demonstrated doubts on the security of their jobs, this shows that employees might be living in suspense as they are not sure of the security of their jobs.

4.10. Employee Attribution for Leaving a Current Job

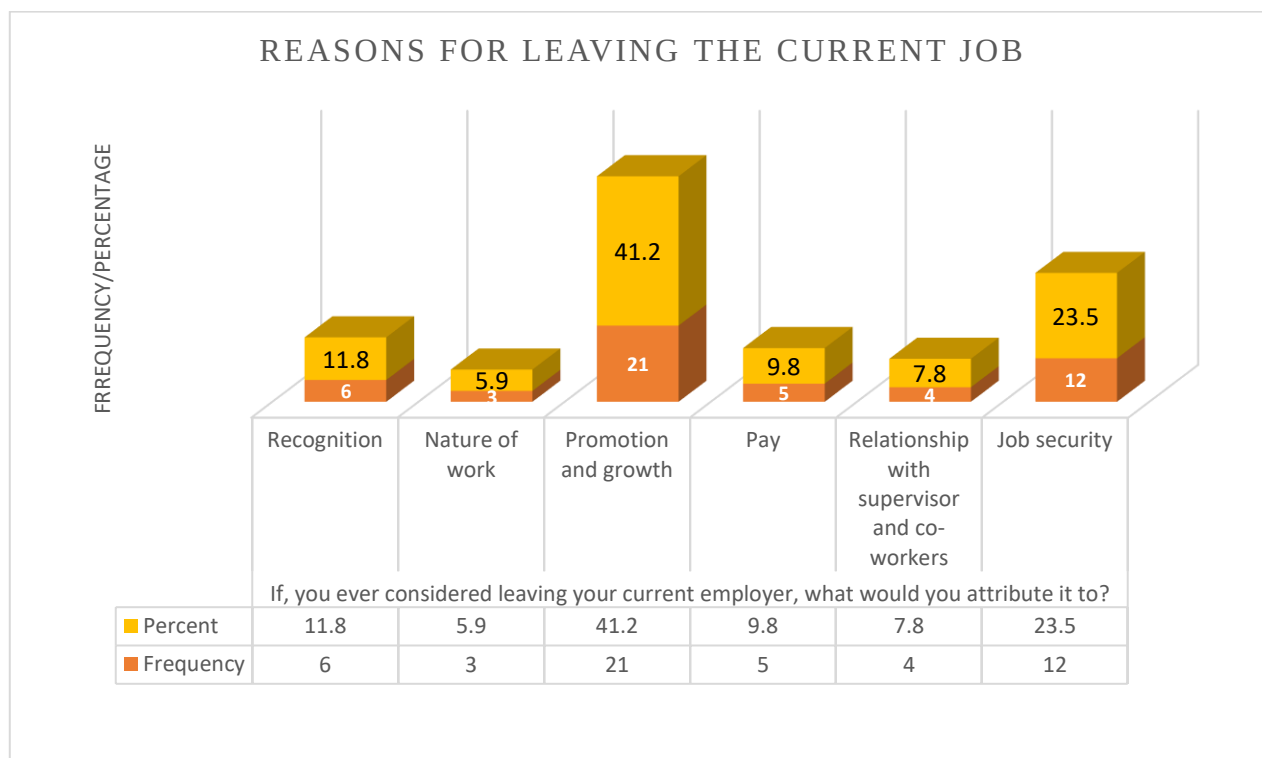


Figure 10: shows the reasons for leaving current job

Source: Field Survey, 2018.

The study further wanted to know what reasons respondents would cite should they ever consider leaving their current employer. This was very important for this research as the results attributed to would also show the key areas affecting employee job satisfaction. According to this study, it was found that; most of the respondents (21) representing 41.2% of the total respondents said that, they would leave the current job because of promotion and growth. This shows a direct relationship with the results obtained on the influence of promotion and growth on job satisfaction. It demonstrates that promotion and growth is the main key factor affecting employee job satisfaction in NGOs.

This was further followed by 12 respondents representing 23.5% of the total respondents who indicated that they would leave the current job because of job insecurity with the current employer. The percentage of respondents also shows a relationship with the results obtained on the influence of job security on job satisfaction, although respondents agreed that most NGOs provided safe working environments for their employees and staffs are satisfied with the locations of their offices, most staff demonstrates uncertainty on the security of their jobs.

Furthermore, 6 respondents representing 11.8% of the total respondents said they would leave the current job because of recognition. This also supports the findings of the study on the influence of recognition on employee job satisfaction. It was earlier found that a majority of employees in non-governmental organizations disagreed that right amount of recognition is given for work accomplishment and lack of giving the right amount of recognition in a working place can affect employee job satisfaction in general as observed in (Ogonda, Orwa, Peter, & Jedida, 2015) citing Herzberg (1968).

Meanwhile the other 5 respondents representing 9.8% of the respondents cited issues of pay, this was also observed on the influence of pay and allowances on employee job satisfaction, it was noted that pay is one of the key factors affecting employee's job satisfaction in non-governmental organizations in Zambia and the study further found that, there is a positive relationship between pay and employee job satisfaction. Moreover, 4 respondents representing 7.8% of the total respondents said they would leave the current job because of the relationship with supervisor and a co-worker; this also goes to indicate that indeed most employees are not sure about their level of satisfaction in terms of relationship with their supervisors and co-workers. Finally, the study further found that, 3 respondents representing 5.9% of the total respondents said the nature of work would cause them to change the current job, this is also in line with the findings of the influence of nature of work which showed that most employees working for Non-governmental organizations in Zambia are generally satisfied with the nature of their work,

Therefore, the results from reasons which would be attributed to for leaving their current employer indicates that promotion and growth, job security, recognition and pay and allowance in that order are the main factors affecting employee job satisfaction in NGOs.

4.11. Employees' Job Satisfaction Level

The study further requested the respondents to express themselves in general terms, whether they considered themselves satisfied, dissatisfied or neutral with their jobs. The responses were given as shown below in Figure 11.

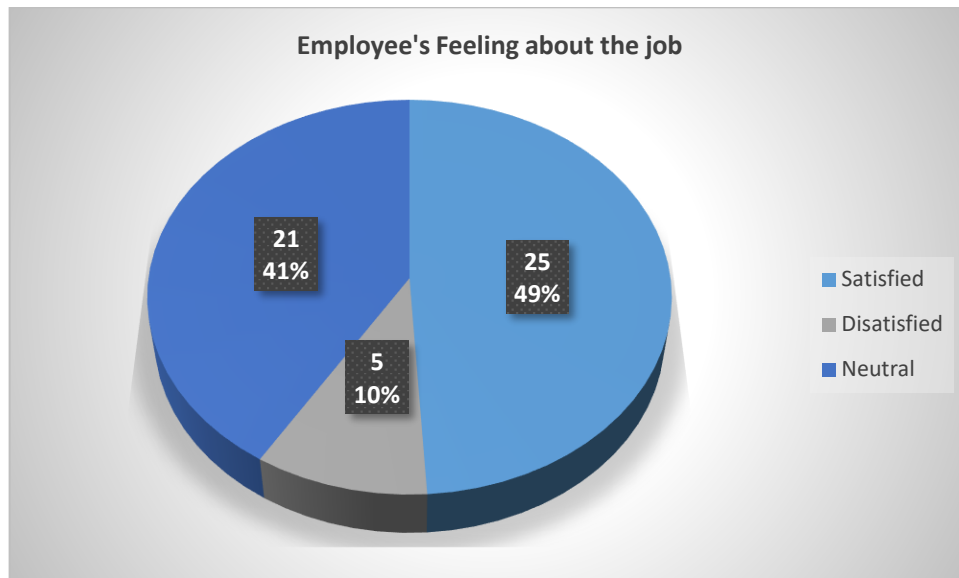


Figure 11: Employees' responses on how they consider themselves.

Source: Field Survey, 2018.

According to this study, it was found that; 25 respondents representing 49% of the total respondents said that, they considered themselves satisfied with their jobs, while 21 respondents representing 41.2% of the total respondents indicated that, they consider themselves neither satisfied nor dissatisfied (neutral). However, 5 respondents representing 9.8 percent of the total respondents indicated that they considered themselves dissatisfied with their jobs.

The results of this question therefore indicate that most respondent's 51% of the total surveyed considered themselves dissatisfied or neither satisfied nor dissatisfied. This could be attributed to the main factors of the job affecting employee job satisfaction such as promotion and growth, job security, pay and recognition as identified in this study.

4.12. Inferential Statistics

This section sought to illustrate a description of the variables by use of averages and standard deviations in describing the relationship between variables. Table 9 below present the results.

Table 9: Descriptive Statistics

	N	Mean	Std. Deviation
Recognition	51	3.58	0.95
Nature of work	51	3.54	0.87
Promotion and growth	51	3.71	1.07
Pay and Allowance	51	2.88	1.22
Relationship with supervisor and co-worker	51	3.51	1.08
Job security	51	3.61	1.02
Employee job satisfaction in NGOs	51	3.39	1.04

Source: Field Survey, 2018.

From Table 9, there were 51 observations which were used in the study. The mean and standard deviation for the dependent variable (Employee job satisfaction in NGOs) was 3.39 and 1.04 respectively. The results indicate that Recognition had a mean score of 3.58 with a standard deviation of 0.95, Nature of work had a mean score of 3.54 and a standard deviation of 0.87, Promotion and growth had a mean score of 3.71 and a standard deviation of 1.07, Pay had a mean score of 2.88 and a standard deviation of 1.22, Relationship with supervisor and co-worker had a mean score of 3.51 and a standard deviation of 1.08 and job security had a mean score of 3.61 and a standard deviation of 1.024.

Therefore, the findings indicate that Promotion and growth, job security and Recognition had the highest mean scores in that order. This shows that these are the strongest determinants of employee job satisfaction among the six independent variables used in this study and the results are consistent with other findings of this research. Although the mean score for Pay indicates to be lower at 2.88, this is because most respondents strongly disagreed with statements on Pay demonstrating that it's also one of the main determinants of employee job satisfaction.

4.13. Correlation Analysis

The research further applied Pearson correlation to study the strength of the relationships between independent variables (factors affecting employee job satisfaction) and the dependable variable (employee job satisfaction). The analysis was important to establish if there were any relationships between the independent variable. The results are shown in Table 10 below.

Table 10: Pearson correlation

Pearson correlation	Employee job satisfaction	Recognition	Nature of work	Promotion and growth	Pay	Relationship with supervisor and co-workers	Job security
Employee job satisfaction	1						
Recognition	0.062	1					
Nature of work	-0.089	0.479**	1				
Promotion and growth	0.138	-0.183	-0.101	1			
Pay	0.071	0.282*	0.240*	-0.049	1		
Relationship with supervisor and a co-worker	-0.237	0.212	0.321*	0.098	0.458**	1	
Job security	0.116	0.373**	0.359**	-0.136	0.195	0.237*	1

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

*Correlation is significant at the 0.05 level (2-tailed)

The findings show a weak negative correlation between nature of work and employee job satisfaction with a correlation coefficient of -0.089. Further, the results also show a negative correlation between relationship with supervisor and a co-worker and employee job satisfaction. This implies that based on this study, there is a negative relationship between supervisors and co-workers and the nature of work. However, level of employee job satisfaction is affected negatively.

However, the findings also showed a positive correlation among recognition, promotion and growth, pay and job security with employee job satisfaction with correlations of 0.062, 0.138, 0.071 and 0.116 respectively. This implies that if recognition, pay, promotion and job security increases, employee job satisfaction will be affected positively thus improving performance of the organizations.

4.14. Regression Analysis

Regression analysis was conducted to determine the relationship between recognition, nature of work, promotion and growth, pay, relationship with supervisor and co-workers, job security and employee job satisfaction as presented in Table 11.

Table 11: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.735	.017	.484

a. Predictors: (Constant), Recognition, Nature of work, Promotion and growth, Pay, Relationship with supervisor and co-workers, Job security

From the analysis above, the coefficient of determination (R^2) equals 0.735 that is; Recognition, Nature of work, Promotion and growth, Pay, Relationship with supervisor and co-workers, Job security only explains 73.5 of the factors which affect employee job satisfaction. Therefore, as indicated in the literature reviews there are other factors which affect employee job satisfaction which amounted to 26.5 percent as per this study.

The findings (P- value of 0.031) in the table below show that there was a weak significant relationship between the independent variables (recognition, Nature of work, Promotion and growth, Pay, Relationship with supervisor and co-workers, and job security) and dependent variable (Employee job satisfaction). An F ratio represents the variance between the groups, divided by the variance within the groups. A large F ratio indicates that there is more variability between the groups (caused by the independent variable) than there is within each group, referred to as the error term. A significant F test indicates that we can reject the null hypothesis which states that the population means are equal and conclude that, the means are different.

Table 12: ANOVA

Anova					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.613	6	.269	2.147	.031 ^b
Residual	10.309	44	.234		
Total	11.922	50			

a. Dependent Variable: Employee job satisfaction in NGOs

b. Predictors: (Constant), Recognition, Nature of work, Promotion and growth, Pay, Relationship with supervisor and co-workers and job security.

4.15. Normality test

Table 13 shows the test for normality using shapiro-wilk test.

Tests of Normality ^{c,d,e,f}							
	How long have you worked with the present employer?	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
qjd Would you consider yourself as satisfied or dissatisfied with your job?	Below 3 years	.171	23	.078	.906	23	.033
	4 - 6 years	.138	23	.200*	.908	23	.036
	Above 10 years	.283	3	.	.934	3	.505
	Below 3 years	.310	23	.051	.714	23	.051
	4 - 6 years	.337	23	.060	.687	23	.062
	Above 10 years	.385	3	.	.750	3	.052

*. This is a lower bound of the true significance.

From the above, the hypothesis is set as;

H0; Data is normally distributed

H1; Data is not normally distributed.

In statistics normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. More precisely, the tests are a form of model selection, and can be interpreted several ways, depending on one's interpretation of probability. The skewness and kurtosis measures should be as close to zero as possible, in SPSS. In reality, however, data are often skewed and kurtosis. A small departure from zero is therefore no problem, as long as the measures are not too large compared to their standard errors. As a consequence, you must divide the measure by its standard error which will give the z- value which should between -1.96 and +1.96. Therefore, from the SPSS output above, its showing that, those who consider themselves satisfied or unsatisfied referring to different working, results have been generated. However, using the period of work, below 3 years, the skewness and kurtosis shows that the statistic is -0.185 and -0.971 and its standard errors is 0.481 and 0.935, which gives -0.385 and -1.039 respectively, which is desirable. According to the results, the working period between 4-6 years, shows that the skewness and kurtosis are, 0.281 and -0.989 and the standard errors are, 0.481 and 0.935, when divide them gives, 0.584 and -1.058 which is desirable. In addition, from the output, work period above 10 years, its skewness is as shown, statistic is 1.732 and standard error is 1.225 which gives 1.414 which is desirable. However, there was no kurtosis during this working period. Therefore, based on the skewness and kurtosis, there is no significant different from normality

However, the null hypothesis is rejected if the p-value is below 0.05. The p-value is labelled as sig in SPSS. Therefore, from the table above, its showing that, the probability of the workers who worked below 3 years and consider themselves satisfied or unsatisfied is 0.051 which is greater than 0.05, then null hypothesis is not rejected, which means data is normally distributed. Furthermore, the probability for those who worked between 4-6 years and consider themselves satisfied and unsatisfied is 0.062 which is greater than 0.05 means that null hypothesis is accepted which means data is normally distributed. In addition, the p-value of the workers who worked above 10 years and consider themselves satisfied or unsatisfied is 0.052 which is greater than 0.05 which means data is normally distributed.

CHAPTER FIVE:

DISCUSSION

5.1. Introduction

This chapter presents the discussion of the main findings analysed in the prior chapter.

5.2. Discussion

The overall aim of this study was to identify the main factors affecting employee job satisfaction in NGO's in Zambia based on Herzberg two-factor theory. The study found that recognition was one of the strongest determinants of employee job satisfaction. This was in agreement with Ogonda et al (2015) cited Herzberg (1968), who explained that individuals at every level of the organization want to be recognized for their efforts and achievements on the job, their success does not have to be big before they are recognized. It is a natural occurrence that peoples' efforts are recognized for them to feel part of the system. Studies show that employees who feel appreciated are more positive about themselves and their ability to contribute. Therefore, employee recognition can boost productivity and increase job satisfaction of employees.

Furthermore, Darling et al., 1997 & Nelson (2005) cited in (Tessema, Ready, & Embaye, 2013) shows that a number of research studies demonstrate that nonfinancial reward such as recognition and other intrinsic rewards are sine qua non for job satisfaction. It's further believed that recognition can help to motivate, build confidence, and inspire loyalty and commitment among employee to extend their efforts. Darling et al., (1997) argues that one of the most effective morale boosters for employees is praise for a job well done. Regular recognition of employee's achievements is one of the easiest ways to keep employees satisfied and productive in the workplace. For many employees, the feelings of self-worth are directly associated with their work.

The study also found that nature of work determines employee job satisfaction and that there is a negative correlation between nature of work and employee job satisfaction. These results were in agreement with (Saari & Judge, 2004) Research across many years, companies, and the types of jobs indicate that whenever employees are asked to evaluate the different facets of their jobs such as supervision, pay, promotion and so forth, the nature of the work generally emerges as the most important job facet. This does not mean to say that pay or effective supervision are unimportant, however, it is meant to show that much can be done to influence job satisfaction by ensuring that work is as interesting and challenging as possible. Thus, to understand what causes people to be

satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on.

Furthermore, the study found that promotion and growth and employee job satisfaction were positively correlated, this goes in line with the literature review that; many studies indicate that there is a direct and positive association between promotion and employee job satisfaction and it is a significant facet of a career for an employee (Malik, Danish, & Munir, 2012). Promotion occurs when an individual makes a shift in the upward direction in the organizational hierarchy and moves to a place of greater responsibility and power. This can also make a significant increase in the pay of such an employee as well as in the span of control and authority. According to Mishra (2013), studies indicate that after spending many years in the job, employees begin to give more importance to advancement than to issues of pay. Employee job satisfaction is more ebullient where there are many opportunities for career advancement. (Nalem, 2015) States that “employees are more satisfied with their current jobs if they see a path available to move up the ranks in the company and be given more responsibilities along with higher compensations”.

The study found that, there is a positive relationship between pay and employee job satisfaction. This was in agreement with Frye (2004) cited in (Khan & Aleem, 2014) who concluded that compensation is the most critical factor for any organization to magnetize the right employees and retain them for a longer period of time. Studies found that lower level of pay is the cause of turnover and have since established that there is a positive relationship between job satisfaction and pay. Mishra (2013) Indicated that the higher the pay the more satisfied employees are. Employees view their rewards as an indication of their value to the institution and they compare their inputs to received outputs relevant to that of others.

In addition, the study found that there is positive relationship between relationship with supervisor and co-workers and employee job satisfaction. Furthermore, the study also found that relationship with supervisor and co-workers was among the strongest determinants of employee job satisfaction. These observations were buttressed by the observation of Spector (1997), the manner in which an immediate supervisor behaves, could be a determinant of job satisfaction among employees. Mishra (2013) Further indicates that the ways in which subordinate's perceive a superior's behavior can positively or negatively influence job satisfaction. There is a high and significant correlation between employees' sense of job satisfaction and supervisors', studies indicate that supervisor leadership styles can positively influence employees' job satisfaction (Onyebuenyi, 2016). It's said that leaders who encourage positive leadership style can enhance

employee job satisfaction than leaders who do not. Therefore, the quality of supervision that employees get is an important determinant of job satisfaction.

However, the study further found that there was a positive relationship between job security and employee job satisfaction. The study further found that job security was one of the strongest determinant of employee job security in Non-governmental organizations. These views are supported by the views of SHRM (2016), studies indicate that employees want a steady work environment (Mishra, 2013). Job satisfaction is higher in a work environment that is steady. Although the economic conditions generally seem to have stabilized in most organizations, job security has continued to be a major factor influencing workers' job satisfaction. According to studies, since the great recession began in late 2007, job security claims the number one spot as the job satisfaction contributor rated as very important (SHRM, 2016).

Lastly, but not the least, the study found that the majority of the respondents were dissatisfied with the recognition, nature of work, promotion and growth, pay, relationship with the supervisor and co-workers. These views are supported by Kreitner (2007) cited in (Ogonda, Orwa, Peter, & Jedida, 2015) Herzberg found that dissatisfaction generally tends to be associated with employee complaints about their job context or factors in the immediate work environment or work setting. This is also supported by (Mullins, 2010) who stated that Herzberg indicated that Hygiene and motivating factors are one set of factors which, if absent, cause job dissatisfaction. It's held that these factors are related to the job context and are concerned with job environment and are extrinsic to the job itself. They serve to prevent dissatisfaction, and these include; achievement, for example successful execution of work, recognition for what has been achieved, and nature of work i.e. how interesting, meaningful and challenging the job is to the staff, promotional opportunities for growth and responsibility.

CHAPTER SIX:

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1. Introduction

This chapter presents the summary of the main findings analysed in the prior chapter, draws the conclusion and makes recommendations emanating from the research findings. Further, the chapter also provides suggested areas for future research.

6.2. Summary of Findings

- i. In the first instance, promotion and growth was the most critical factor affecting employee job satisfaction in NGOs in Zambia. The findings show that most employees in this sector are not satisfied with the promotion and growth prospects in their organizations. Results indicate that employees disagreed on the statement that they stand a fair chance of being promoted when they do well in their job and others disagreed with the statement that they are satisfied with their chances for promotion in their organization. This finding goes in line with the literature review that employee job satisfaction is more ebullient where there are many opportunities for career advancement. (Nalem, Factors influencing job satisfaction on employee out-put. The case of Tole tea estate and Buea council, 2015) States that “employees are more satisfied with their current jobs if they see a path available to move up the ranks in the company and be given more responsibilities along with higher compensations”. Further, when respondents were asked to indicate what job factor, they would attribute their decision of leaving their current employer, it was noted that most of the respondents (42 percent) cited the factor of promotion and growth. In addition, results from the correlation analysis found that promotion and growth and employee job satisfaction were positively correlated.
- ii. In the second instance, job security was identified as the second most key factor affecting employee job satisfaction in Non-governmental Organizations in Zambia. Although results demonstrate that NGOs provide safe working environments for their employees and staffs are generally satisfied with the locations of their offices, many respondents remain in doubt about the security of their jobs. Further, when respondents were asked to indicate what job factor, they would attribute their decision of leaving their current employer, it was noted that job security was second highest factor attributed to at 23.5 percent of the

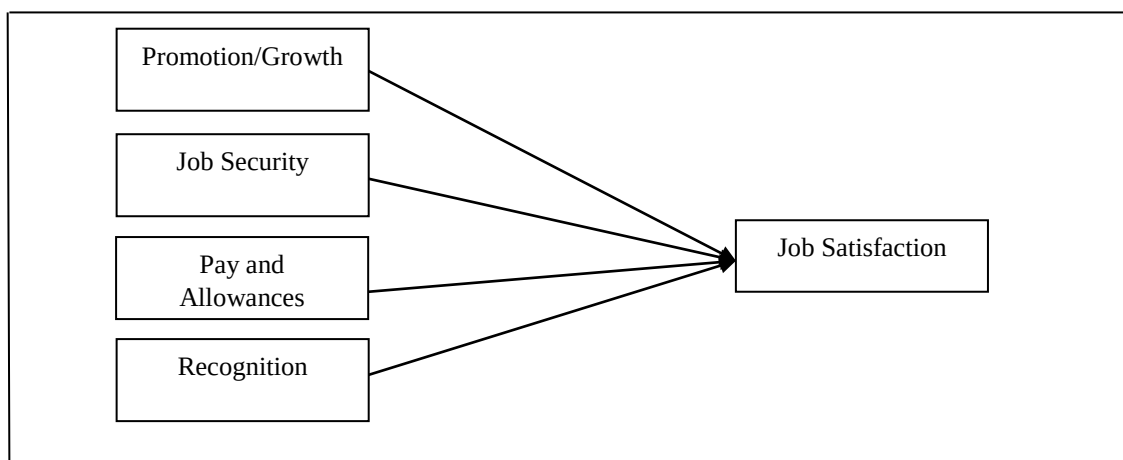
total respondents. This shows that employees in NGOs are really affected by job insecurity as most of them live in suspense as they are not sure of the security of their jobs. The results also demonstrated a positive correlation coefficient between job security and employee job satisfaction with a value of 0.116.

- iii. Thirdly, results indicate that Recognition is another main factor affecting employee job satisfaction in NGOs. Based on the findings of this study it was found that most employees in non-governmental organizations disagreed that right amount of recognition is given for work accomplishment. Lack of giving the right amount of recognition in a working place can affect employee job satisfaction in general as observed in (Ogonda, Orwa, Peter, & Jedida, 2015). Furthermore, when respondents were asked to indicate what job factor, they would attribute their decision of leaving their current employer, it was noted that recognition was the third highest factor attributed to at 11.8 percent of the total respondents. The findings of the report further demonstrate that regular recognition of employee's achievements is one of the easiest ways to keep employees satisfied and productive in the workplace. The study also showed a positive correlation between recognition and employee job satisfaction with correlations of 0.062.
- iv. In addition, the study found that pay was also one of the main factors affecting employee job satisfaction in non-governmental organizations in Zambia. It was found that most of the respondents strongly disagreed with statement that they feel satisfied with their annual increment provided and that they are satisfied with the bonus/allowances and incentives available to them. It was also found that most of the respondents are not satisfied with the end of contract benefits they receive. Furthermore, when respondents were asked to indicate what job factor, they would attribute their decision of leaving their current employer, it was noted that pay was the fourth highest factor attributed to at 9.8 percent of the total respondents. The study also found that correlation coefficient between pay and employee job satisfaction was positive with a value of 0.071.
- v. Lastly the study found that nature of work and the relationship with supervisors and co-workers were the least factors affecting employee job satisfaction. Even when respondents were asked to indicate what job factor, they would attribute their decision of leaving their current employer, it was noted that nature of work and relationship with supervisor and co-

workers were the lowest with 5.9 percent and 7.8 percent respectively. The findings further showed a negative correlation between nature of work and employee job satisfaction with a correlation of -0.089. Further, the results also show a negative correlation between relationship with supervisor and a co-worker and employee job satisfaction with a correlation of -0.237.

In line with the first research objective which sought to identify the main factors affecting employee job satisfaction in the non-governmental organizations in Zambia based on Herzberg's two factor theory; the study therefore concluded that promotion and growth, job security, pay and recognition were the main factors affecting employee job satisfaction in the order of greater extent among the six job facets identified by Herzberg. Furthermore, findings from the Anova table showed that, a significant F test indicated the rejection of the null hypothesis which states that the population means are equal and conclude that, the means are different.

Therefore, based on the findings of the first research objective, the study further goes to develop a framework of factors that can help improve employee job satisfaction in non-governmental organizations in Zambia in line with the second research objective as indicated in Figure 12 below.



6.3. Figure 12: Recommended Framework

6.4. Implications of the Results

The results of this research have serious implications from both theoretical and empirical perspectives. In the first instance of theoretical perspective, the research extends our understanding about the main factors affecting employee job satisfaction in the NGOs sector in Zambia, especially since there has been no empirical study conducted on this topic in the NGO

sector of Zambia. This would therefore stimulate research interest of academicians or scholars in the field of Human Resource Management.

However, from the practical perspectives the study provides following important information to know-how to deal with employee job satisfaction in the NGOs sector in Zambia. According to the findings of this research, lack of clear prospects or path for promotion and growth for employees can influence employee job satisfaction in the NGOs sector. Thus, supervisors and managers responsible are requested to design organizational structures that promote promotion and growth for their employees. Further, the results indicate that there is a lot of anxiety among staff because of lack of job security; this has an implication on the performance of employees in that unsettled staff may not be able to contribute effectively to the development of the organization, as such responsible authorities should look for projects that have a longer life span to provide confidence and job security to employees that will make them feel that they are essential for the future development of the institution.

In addition, findings of the study indicated that employee pay, and allowances have a significant impact on the employee job satisfaction in the NGO sector. Thus, managements of these institutions should compensate employees in a competitive base in line with the employee performance and qualifications. Furthermore, the study found that right amount of recognition in NGOs could stimulate employee job satisfaction and subsequently employees could work hard with greater satisfaction.

6.5. Conclusion

Based on the first research objective of the study which endeavored to identify the main factors affecting employee job satisfaction in Non-governmental Organizations in Zambia, the study concluded that promotion and growth, job security, pay and allowances and recognition were the main factors affecting employee job satisfaction in Zambia among the six job facets of Herzberg two factor theory in this sector. The study also established that there was a positive relationship between these factors and employee job satisfaction. Therefore, the findings of the first research objectives were used to make recommendations for the development of the framework of factors that could improve employee job satisfaction to satisfy the second objective

6.6. Recommendations

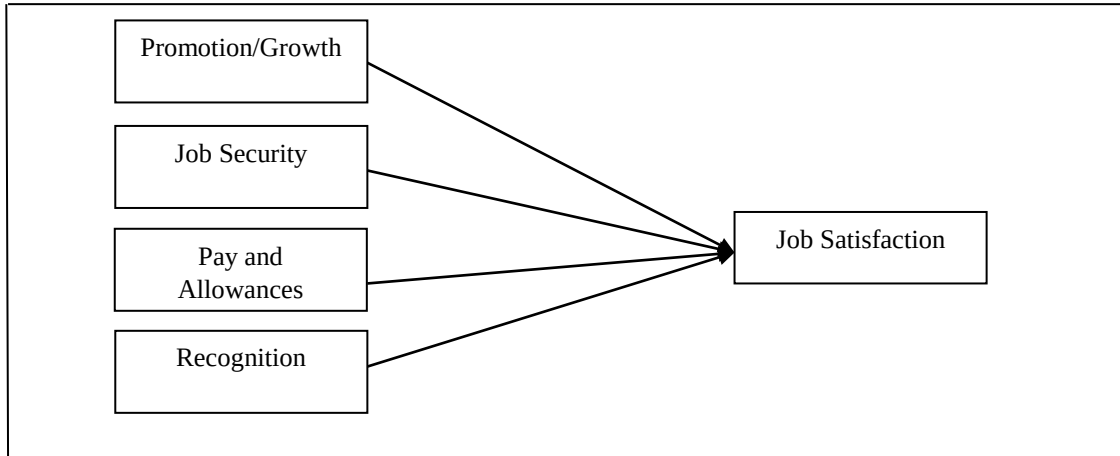


Figure 13: Recommended Framework

6.6.1. Promotion and Growth

The study indicated that promotion and growth is the most key factor affecting employee job satisfaction in NGOs, it is therefore recommended that Managers and supervisors in these organizations take deliberate measures to put in place systems that encourage promotion and growth. A measure such as training and development opportunities is essential in retaining staff as they are looking in advancing their career goals. NGOs are further encouraged to put in place systems that could assist employees to develop within their current jobs or advance to fulfil their goals for the future. Mishra (2013) indicates that after spending many years in the job, employees begin to give more importance to advancement than to issues of pay. Employee job satisfaction is more ebullient where there are many opportunities for career advancement. According to (SHRM, 2016) one of the most dissatisfying aspects of a job that employees experience is the feeling of been stuck in their position, with no prospects for growth or promotion. Employees want to feel like they are working towards some end and through commitment and dedication, they could be recognized for their efforts and be promoted. It's very important that companies pay attention to employees' level of satisfaction with regards to advancement as they would become discouraged if they are continuously overlooked for promotions. (SHRM, 2016) States that "over the past eight years, the percentage of employees considering career advancement opportunities as very important to their job satisfaction has risen by almost 20 percentage points. Not surprisingly, Millennials and Gen Xers were more likely than Baby Boomers to consider career advancement opportunities as important job satisfaction contributors"

6.6.2. Job Security

According to this study, job security has been noted as the second highest factor affecting employee job satisfaction in NGOs in Zambia; it is therefore recommended that NGOs should look to implement projects with a longer life span to provide confidence and job security to employees. Literature review demonstrates that most employees obtain job satisfaction from knowing that the organizations they work for are stable (Mishra, 2013). The results show that most people feel that this is the most important aspect of the job, and having a stable organization makes them feel secure and helps promote job satisfaction. Further, NGOs are encouraged to have clear and elaborate employment contracts of at least three years or above to maintain their staff as opposed to issuing staff with 1-year contracts.

Mallah, Keerio, & Shah (2015) indicate that the more an employee feels secured in their job, the more they would be satisfied as well and mostly employees enjoy working for organizations which offer more job security. This is also particularly important as Maslow theory also indicates that security need is very important for every human being. When there is job security, employees feel that they are essential for the future development of the institution. It's said that the satisfaction of employees can be affected by job security because employees with higher level of job security and low probability of losing jobs have higher job satisfaction (Nalem, 2015). Studies further indicate that employees want a steady work environment (Mishra, 2013). The NGOs tendency to employ staff on short term contracts of one year and,

6.6.3. Pay and Allowances

Further, the study also identified pay and allowances in NGOs were among the main factors affecting employee job satisfaction in Zambia. Based on these findings, it is highly recommended that NGOs should provide more financial benefits to its employee to enhance the level of job satisfaction in the sector. It is recommended that salary structure of these NGOs be revised annually and there should be proper structure of compensation that offer general increases, bonuses/incentives, fringe benefits equally at all levels of the organization. It is further recommended that pay must be equal to the duties and responsibilities performed.

The study further recommends that the current employee salary structure in various NGOs be reviewed considering that employees have indicated dissatisfaction with their pay and allowances. It is also a recommendation of this study that NGOs should increase the incentives used to induce employees as there are different levels of employee satisfaction across the sectors. This agrees with Frye (2004) cited in (Khan & Aleem, 2014) who concluded that compensation is the most

critical factor for any organization to magnetize the right employees and retain them for a longer period. Studies found that lower level of pay is the cause of turnover and have since established that there is a positive relationship between job satisfaction and pay. Mishra (2013) Indicated that the higher the pay the more satisfied employees are. Employees view their rewards as an indication of their value to the institution and they compare their inputs to received outputs relevant to that of others.

6.6.4. Recognition

In addition, the study found that recognition was another main factor affecting employee job satisfaction in the NGO sector in Zambia. Based on this finding, it is highly recommended that supervisors and managers in NGOs should give the right amount of recognition for any work accomplishment to their subordinates. It is said that right amount of recognition in an organization could stimulate employee job satisfaction. Research shows that both financial and nonfinancial rewards impact on the job satisfaction of employees. It's believed that employees are likely to be satisfied with their jobs and improve their performance with nonmonetary rewards such as employee recognition. Supervisors are further encouraged to give praise or a personal note acknowledging achievements including small gestures that are important to their subordinates.

It is further recommended that other ways of recognition such as verbal, promotion, and in tangible reward are used by supervisors. Ogonda et al (2015) cited Herzberg (1968), who explained that individuals at every level of the organization want to be recognized for their efforts and achievements on the job, their success does not have to be big before they are recognized. It is a natural occurrence that peoples' efforts are recognized for them to feel part of the system. Studies show that employees who feel appreciated are more positive about themselves and their ability to contribute. Therefore, employee recognition can boost productivity and increase job satisfaction of employees (Tessema et al, 2013).

Therefore, in a nutshell, this framework of factors affecting employee job satisfaction could help improve the levels of job satisfaction among the employees of non-governmental organizations in Zambia. It could be crucial to enhancing staff retention and avoid high labour turnovers.

6.7. Study Limitations

Like every other research, there are limitations to this study which may have affected the results and could not be effectively controlled by the researcher. The scope of the study was limited by time and financial considerations. It could have been more desirable to cover as many NGOs as possible and as many geographical areas as possible in the country. This however was not possible

given time and financial constraints. Therefore, considering that the study was limited to employees from only three NGOs in Zambia, caution must be exercised when generalizing the results to other NGOs in the country.

Getting the respondents to answer questions thoughtfully and honestly was another challenge in the study especially that answered questionnaires were been submitted to institutions HR unit. To overcome this limitation in the study, the questionnaire provided a brief introduction of the study to sensitize members on the purpose of the study and emphases that its findings were purely for academic purposes.

6.8. Suggested areas for Future Research

This research has provided a small fraction of empirical evidence on the main factors affecting employee job satisfaction in the non-governmental organizations in Zambia. Therefore, future research should consider the following areas:

- i. Conducting similar studies across all other non- profit organizations in Zambia to establish factors affecting employee satisfaction
- ii. Conducting similar studies across all other non-profit organizations in the Southern Africa region to establish factors affecting employee job satisfaction
- iii. Conducting similar study on the private and public sectors to compare factors affecting employee job satisfaction with NGOs

BIBLIOGRAPHY

- Abdullah, N., Shonubi, O. A., Hashim, R., & Hamid, N. (2016). Recognition and Appreciation and its Psychological Effect on Job Satisfaction and Performance in a Malaysia IT Company: Systematic Review. *IOSR Journal Of Humanities And Social Science* , 47-55 .
- Adeoye, A. O., & Fields, Z. (2014). Compensation Management and Employee Job Satisfaction: A Case of Nigeria. *School of Management, Information Technology and Governance, University of KwaZuluNatal, Westville, South Africa* , 345-352 .
- Adewale, O. O., Pavithra, & Anthonia, A. A. (2014). Compensation Management and Organisational Commitment in Developing Economies: Indian Perspective. *Acme Intellects International Journal of Research in Management, Social Sciences & Technology* .
- Armstrong. (2006). *Handbook of Human Resource Management Practice*. London: Kogan Page Limited.
- Armstrong, M., & Murlis, H. (2004). *Reward Management*. London: Kogan Page Limited.
- Armstrong, M., Cummins, A., Hastings, S., & Wood, W. (2003). *Job Evaluation;A Guide to Achieving Equal Pay*. Sterling: Kogan Page Limited .
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice* , 77-86.
- Aziri, B. (2011). Job Satisfaction:A literature review. *Management Research and Practice* , 77-86.
- Bakhtawar, S. (2016). Impact of motivation on job satisfaction: A case study of NGOs in Karachi.
- Bakuwa, R. C., Chasimpha, F., & Masamba, J. (2013). Staff Retention in Developing Countries: A Case Study of an NGO in the Health Sector . *International Journal of Human Resource Studies* .
- Borg, & Gall. (2010). *Educational research: An introduction (5th ed.)*. New York: Longman publishers .
- Bunchapattanasakda, C., Wiriyakosol, S., & Ya-anan, M. (2012). Leadership Roles on Employee Retaining Practice in Nongovernment Organizations (NGOs): The Case of Thailand. *International Journal of Business and Social Science* , Vol. 3 No. 8 .
- Chatterjee, D. S., & Chatterjee, L. C. (2015). Job Satisfaction and its Relation with Job Security of Paramedical Staff –With reference to various private hospitals. *International Journal of Social Science & Interdisciplinary Research* .
- CSO. (2014). *Zambia Labour Force Survey Report*. Lusaka: Central Statistical Office.
- Darma, P. S., & Supriyanto, A. S. (2017). The Effect of Compensation on satisfaction and employee performance. *Management and Economics Journal* , 2599-3402 .
- Dessler, G. (2005). *Human Resource Management*. New Jersey: Pearson Prentice Hall.

- Dwumah, P., Gyasi-Boadu, N., & Ayamga, L. A. (2015). Pay and Supervision as Correlates of Job Satisfaction Among Junior Workers in a Ghanaian University . *Journal of Social Sciences and Humanities* , 540-544 .
- Heng, T. N. (2009). Case Study of Factors Influencing Jobs Satisfaction in Two Malaysian Universities . *International Business Research* .
- Ismail, A., & Halim, F. A. (2008). Relationship Between Distributive Justice, Pay Design Dimensions and Job Commitment within Malaysian Public Institutions of Higher Learning . *Unitar E-Journal* .
- Jandaghi, G., Mokhles, A., & Bahrami, H. (2011). The impact of job security on employees' commitment and job satisfaction in Qom municipalities . *African Journal of Business Management* , 6853-6858.
- Kabir, M. M., & Parvin, M. M. (2011). Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector . *Australian Journal of Business and Management Research* , 113-123.
- Khan, A. H., & Aleem, M. (2014). Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan. *Journal of International Studies* , 122-132.
- Khan, S. A. (2000). Reward and Compensation Strategy: Issues and Challenges. *Management & Change*.
- Kothari, C. (2004). *Research Methodology, Methods and Techniques 2nd Edition*. India: New Age International.
- Larbi, T. A. (2014). Effect of Compensation Management on Employee Performance at The St. Michael's Catholic Hospital, PRAMSO .
- Lehman, J. (2014). *Facets of Job Satisfaction* . Texas State University-San Marcos .
- Lewis, D., & Kanji, N. (2009). *Non-governmental organizations and development*. New York: Routledge.
- Lumley, M. E., Coetzee, P. M., & Tladinyane, M. R. (2011). Exploring the job satisfaction and organisational commitment of employees in the information technology environment. *Southern African Business Review* .
- Mabaso, C. M., & Dlamini, B. I. (2017). Impact of Compensation and Benefits on Job Satisfaction. *Research Journal of Business Management* , 1819-1932 .
- Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The Impact of Pay and Promotion on Job Satisfaction: Evidence from Higher Education Institutes of Pakistan . *American Journal of Economics* .
- Mallah, M., Keerio, M., & Shah, P. D. (2015). Role of Organizational Justice and Job Security on Employee's Job Satisfaction: Study of IBA Community Colleges. *International Journal of Management Sciences and Business Research* .
- McKay, A., Newell, A., & Rienzo, C. (2013). Job satisfaction among young workers in Eastern and Southern Africa: a comparative analysis.

- McShane, S. L., & Glinow, M. A. (2008). *Organizational Behavior*. New York: McGraw-Hill/Irwin.
- Mete, E. S., & Sökmen, A. (2017). Exploring the Relationship between Job Satisfaction and Turnover Intention among Employees in Hospitality Industry: The Moderating Role of Gender. *International review of management and business research* , 2306-9007.
- Miles, M., & Huberman, A. (1994). *Qualitative data analysis: An expanded sourcebook*. London: Sage Publications.
- Milkovich, & Newman. (2008). *Compensation*. Irwin: McGraw-Hill.
- Mishra, D. P. (2013). Job Satisfaction . *Journal Of Humanities And Social Science* , 45-54 .
- Mugenda, & Mugenda. (2003). *Research Methods, Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Muguongo, M. M., Muguna, A. T., & Muriithi, D. K. (2015). Effects of Compensation on Job Satisfaction Among Secondary School Teachers in Maara Sub - County of Tharaka Nithi County, Kenya . *Journal of Human Resource Management* , 47-59 .
- Mullins, L. J. (2010). *Management & Organisational Behaviour* . Essex: Pearson Education Limited .
- Nalem, L. J. (2015). *Factors influeincing job satisfaction on employees out-put. The case of the Tole Tea estate and Buea council*. Buea: Pan African Institute for Development - West Africa.
- Nalem, L. J. (2015). Factors influencing job satisfaction on employee out-put. The case of Tole tea estate and Buea council.
- Nazir, T., Khan, S.-U.-R., Shah, S. F., & Zaman, K. (2013). Impact of Rewards and Compensation on Job Satisfaction: Public and Private Universities of UK. *Middle-East Journal of Scientific Research* , 394-403.
- Neog, B. B., & Barua, D. M. (2014). Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam . *The Standard International Journals* .
- Njoroge, S. N., Nzulwa, D. J., & Kweni, R. (2016). Determinants of Employee Turnover In Non-Governmental Organizations In Kenya; Case Of Johns Hopkins . *The Strategic Journal of Business & Change Management* , 197 - 217.
- O'Riordan, J. (2008). *A Review of the Civil Service Grading and Pay System*. Dublin: Institute of Public Administration .
- Odunlami, I. B., & Matthew, A. O. (2014). Compensation Management and Employees Performance in the Manufacturing Sector, A Case Study of a Reputable Organization in the Food and Beverage Industry . *International Journal of Managerial Studies and Research (IJMSR)* , 108-117 .
- Ogonda, F. O., Orwa, B. H., Peter, W. P., & Jedida, M. V. (2015). An Analysis of Work Motivation and Teacher Job Satisfaction in Public Secondary Schools in Rarieda Sub-County, Kenya . *Journal of Investment and Management* , 377-390 .

- OLAREWAJU, A. A. (2014). An Assessment of Compensation Management and Motivation on Organisational Performance in the Insurance Industry in Nigeria.
- Onimole, S. O. (2015). Work Design and Job Satisfaction . *International Journal of Humanities and Social Science* .
- Onyebuenyi, K. C. (2016). Factors Affecting Job Satisfaction in Nigerian International Oil Companies . *Walden University* .
- Orodho, & Kombo. (2009). *Techniques of Writing Research Proposals and Reports*. Masola publishers: Nairobi.
- Osibanjo, Adeniji, Olubusayo, & Heirsmac. (2014). Compensation packages: a strategic tool for employees' performance and retention. *Leonardo Journal of Sciences* , 65-84.
- Patents and Companies Registration Agency (2019). List of entities registered according to various basic parameters
- P.Robbins, S., & A.Judge, T. (2013). *Organizational Behaviour*. Boston: Pearson Education Limited.
- Poels, F. (1997). *Job Evaluation and Remuneration Strategies* . London: Kogan Page Limited .
- Resources, I. H. (2017). *IITA-Human Resources Annual Report 2017*. Ibadan.
- Robbins, S. P. (1993). *Organizational Behaviour: Concepts, Controversies, and Applications* . New Jersey: Prentice Hall.
- Robbins, S., & Judge, T. (2013). *Organizational Behaviour*. Boston: Pearson Education Limited.
- Rothmann, S., & Coetzer, E. P. (2002). The Relationship between Personality Dimensions and Job Satisfaction. *Business Dynamics* , 29-42.
- Rothmann, S., & Coetzer, E. (2002). The Relationship between Personality Dimensions and Job Satisfaction. *Business Dynamics* , 29-42.
- Saari, L. M., & Judge, T. A. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management* , 395–407.
- Salisu, J. B., Chinyio, E., & Suresh, S. (2015). The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria . *The Business and Management Review* .
- Saunders, Lewis, & Thornhill. (2009). *Research Methods for Business Students*.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students*. Harlow: Pearson Education Limited.
- Scapello, V., & Campbell, J. (1983). Job Satisfaction: Are all the Parts There? . *Personnel Psychology* , 577–600.
- SHRM. (2016). *Employee job satisfaction and engagement: Revitalizing a Changing Workforce*. Alexandria, USA: Society for Human Resource Management.

- Spector. (2008). *Industrial and Organisational Behaviour (5th Ed.)*. New Jersey: John Wiley & Sons.
- Spector, P. E. (1997). *Job Satisfaction: application, assessment, causes and consequences*. California: Sage Publications Inc.
- Spector, P. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology* , 693-713.
- Speers, A. L. (2004). Job Satisfaction in Nonprofit Organizations: The Factors that Influence Employee Job Satisfaction at Goodwill Industries of Greater Grand Rapids, Inc. *Grand Valley State University* .
- Staples, & Higgins. (1998). A Study of the Impacy of Factor Weightings on Job Satisfaction Measures. *Journal of Business and Psychology* , 211-232.
- Sumedho. (2015). The Effect of Nine Facets of Job Satisfaction for Creative Employees in Creative Agency . *iBuss Management* , 21-27.
- Tessema, M. T., Ready, K. J., & Embaye, A. B. (2013). The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence . *Journal of Business and Economics* , 1-12 .
- Vaihekoski, & Mika. (2011). *Descriptive analysis of Finnish equity, bond and money market returns*. Bank of Finland.
- Vann, J. C. (2017). *Relationships Between Job Satisfaction, Supervisor Support, and Profitability Among Quick Service Industry Employees* . Walden Dissertations and Doctoral Studies Collection at ScholarWorks.
- Weerasinghe, Senawirathna, & Dedunu. (2017). Factors Affecting to Job Satisfaction of Banking Employees in Sri Lanka . *Business and Management Horizons* , 2326-0297 .
- Yaseen, A. (2013). Effect of Compensation Factors on Employee Satisfaction- A Study of Doctor's Dissatisfaction in Punjab . *International Journal of Human Resource Studies* .
- Yen, C.-D., Wang, Y.-C., Lu, C.-W., & Huang, T.-C. (2010). The Effects of pay structure on task performance in the hospitality industry: The mediation and moderation role of pay satisfaction.

APPENDIX



The University of Zambia

Graduate School of Business

A framework of factors affecting employee job satisfaction in non-governmental organizations in Zambia

By Patrick Banda (GSB 150500)

MSc. Human Resources Management

For more information or any queries, kindly get in touch on +260 965 100 432

Dear Respondent,

I am a student at the University of Zambia in my final stage pursuing a Master of Science in Human Resources Management. As partial fulfilment for the award of a Master of Science degree, I am conducting a baseline study on: “*factors affecting employee job satisfaction*”

You have been randomly sampled to provide information for the topic indicated above. The information being collected is purely for academic purposes as such, it will be treated with maximum confidentiality. Subsequently, you are not supposed to indicate your name or any personal information that can lead to revealing of your identity.

Your co-operation will be greatly appreciated.

For more information or any queries, kindly get in touch with the following:

Project Supervisor: Dr. Jackson Phiri (0966 693 731) or

GSB Coordinator: Dr. Lubinda Habaazoka (0977 242 053)

Please indicate your consent for participation here: I agree ☐ I disagree ☐

Instructions

1. Answer all questions.
2. Mark ☒ in the appropriate checkbox.
3. Circle on the response that characterizes how you feel.
4. Write answers for the other questions in the spaces provided.

SECTION A: BIO DATA

1. What is your gender?
☐ Male
☐ Female
2. What is your age group?
☐ 18 – 25
☐ 26 – 35
☐ 36 – 45
☐ 46 – 55
☐ 55 years and above
3. What is your current highest educational level of qualification attained?
☐ Grade 12 Certificate
☐ Professional Certificate
☐ Diploma
☐ Degree
☐ Master's degree
☐ PhD
4. What is the level of responsibility in your organization?
☐ CEO/Director
☐ Administrator
☐ Unit Head
☐ Project Manager
☐ Support Staff
☐ Other (Specify)
5. How long have you worked with the present employer?
☐ Below 3 years
☐ 4 – 6 years
☐ 7 – 9 years
☐ Above 10 years
6. How many years has your institution been in existence in Zambia?
☐ Below 5 years
☐ 6 – 10 years

- ☐ 11 – 20 years
☐ 21 – 30 years
☐ Above 30 years

7. What is the name of your institution/agency_____?

SECTION B: DETERMINATION OF EMPLOYEE JOB SATISFACTION

Please circle one number, the extent to which you agree with the following statements about your job satisfaction:

1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; 5 = strongly agree.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
A. RECOGNITION					
1. I feel appreciated when I achieve or complete a task	1	2	3	4	5
2. My supervisor always thanks me for a job well done	1	2	3	4	5
3. Right amount of recognition is given for work accomplishment	1	2	3	4	5
B. NATURE OF WORK					
1. My work is thrilling, and I have a lot of variety in tasks that I do	1	2	3	4	5
2. I am empowered enough to do my job	1	2	3	4	5
3. My job is challenging and exciting	1	2	3	4	5
4. I feel a sense of pride in doing my job	1	2	3	4	5
5. I sometimes feel my job is meaningless	1	2	3	4	5
C. PROMOTION AND GROWTH					
1. If I do well in my job, I stand a fair chance of being promoted	1	2	3	4	5
2. I am satisfied with my chances for promotion in this organization	1	2	3	4	5
3. There is little or no chance of promotion in my organization	1	2	3	4	5
4. My job allows me to grow & develop, I feel I have grown as a person	1	2	3	4	5
5. My job allows me to improve my experience, skills and performance	1	2	3	4	5
D. PAY AND ALLOWANCES					
1. I am satisfied with my pay	1	2	3	4	5
2. The pay I receive is appropriate for the	1	2	3	4	5

work I do					
3. I feel satisfied with the annual increment provided by my organization	1	2	3	4	5
4. I am satisfied with the bonuses/allowances and incentives available to me	1	2	3	4	5
5. I am satisfied with the end of contract benefits I receive	1	2	3	4	5
E. RELATIONSHIP WITH SUPERVISOR AND CO-WORKERS					
1. I feel satisfied at work because my supervisor is pleasant & cares about employee's feelings	1	2	3	4	5
2. My supervisor stands up for the employees & is a great role model	1	2	3	4	5
3. My supervisor is very competent in doing his/her job	1	2	3	4	5
4. There is too much bickering and fighting among peers at work	1	2	3	4	5
5. I like working with my co-workers because they are helpful & friendly	1	2	3	4	5
F. JOB SECURITY					
1. I believe safe working at my workplace	1	2	3	4	5
2. I believe my job is secure	1	2	3	4	5
3. My workplace is in an area where I feel comfortable	1	2	3	4	5

8. In your opinion, what could be done to improve employee job satisfaction in your organization?

9. If, you ever considered leaving your current employer, what would you attribute it to?

- | | |
|--|---|
| ☐ Recognition | ☐ Nature of work |
| ☐ Promotion and Growth | ☐ Pay |
| ☐ Relationship with supervisor and co-workers | ☐ Job security |

10. Would you consider yourself as satisfied or dissatisfied with your job?

- ☐ Satisfied ☐ Dissatisfied ☐ Neutral

RECOMMENDATION (Any suggestions or recommendations on how to improve employee job satisfaction in a work place)

THANK YOU FOR YOUR PARTICIPATION