

Effects of Job Satisfaction on Performance of Civil Servants in the Directorate of Immigration and Registration of Persons in Nyeri County, Kenya

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ABSTRACT

Attainment of a high level performance through productivity and efficiency is always the highest organizational goal. In order to do that highly satisfied workforce is a necessity for achieving a high level of performance advancement of an organization. Satisfied workers work harder and better, thus every organization tries to create a satisfied workforce to operate the wellbeing of the organization. However, the total organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore every organization places a considerable reliance on their individual employee performance to gain high productivity in the organization. Job satisfaction or lack of it hinges on a productive, accomplishing relationship between staff and management; indeed, the success of any organization depends on employees who feel satisfied and feel rewarded for their efforts. The objectives of the study thus included: - to establish effects of reward and pay on the performance of civil servants; to determine effects of promotion on the performance of civil servants; to find out effects of job security on the performance of civil servants; to investigate effects of working conditions on the performance of civil servants; and to determine the effects of autonomy on the performance of civil servants in Nyeri County. The study used descriptive research design where 136 civil servants working in the Directorate of Immigration and Registration of Persons were targeted through stratified random sampling. Questionnaires were used as the data collection tool. The findings were analyzed, interpreted and presented in tables. Multiple regression was used to explain the linear relationship between job satisfaction and performance of civil servants working in DIRP in Nyeri county. The study found out that the reward system had a significant relationship in job satisfaction. The respondents cited the basic salary being insufficient, lack of equity in salaries and salary increments being done annually. Job promotion was also an important variable in job satisfaction and that it was done through merit, seniority based promotions but nevertheless some promotions were done through other means. On job security, job layoffs was the greatest threat to job security, others cited service redundancy through automation of services as another threat to job security. On working condition the respondents cited lack of working space and lack of security in their premises. The study also found out that civil servants lacked authority to correct job related problems. In conclusion job satisfaction can improve service quality and improve performance. The civil servants should be adequately and equitably remunerated and have regular salary increments. Job promotion should be based on merit to promote performance and fair promotion policies should be put in place. The working conditions should be improved and civil servants should be empowered to make the work related decisions. The study recommended that DIRP should introduce overtime to improve on performance, revise on the existing scheme of service to reduce job stagnation and create more vacancies. There should also be automation of the services to allow for flexible working and working in shifts should also be utilized to maximize on available resources. Finally the civil

servants should be empowered through training and mentorship programmes to make decision pertaining their jobs. The future research should consider other variables like work life balance and employee relations that affect on job satisfaction among civil servants in DIRP, Nyeri County.

Key Words: *Job Satisfaction, Performance of Civil Servants, Directorate of Immigration and Registration of Persons, Nyeri County, Kenya*

1. INTRODUCTION

A prosperous organization struggles to discover that there is a great degree of assurance, collaboration, employee satisfaction, communication and temptation levels among its staff so that there would be more incentives towards their work responsibilities and attaining overall organizational objectives. Employee job satisfaction is associated with how people perceive, think, and feel about their jobs (Spector, 2000). Employee's performance is an issue that has received wide attention in literature and research due to its importance since every organization aims to achieve higher performance (Ojo, 2009). Performances are activities that ensure goals are consistently being met in an effective and efficient manner (Cardy & Selvarajan, 2004; McNamara 2005). Employee's performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance (McNamara, 2005). According to Robbins et al. (2003), managers' interest in job satisfaction tends to centre on its effects on employees performance and productivity. Reform Agenda was enhanced by the Government to improve the performance when the Result Based Management approach was introduced. This was to ensure that efficient management of the Public service is achieved and acquire the driving force for the broader Public Service, reforms are being undertaken to improve performance and service delivery. The reform strategies the government has adopted since 2003 in order to improve service delivery in the public service include: Rapid Results approach, Contracting, Citizen, Transformative Leadership, Values & Ethics, Institutional Capacity building (GOK, 2007)

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. It is more of an attitude in internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). Mullins examines job satisfaction in terms of the fit between what the organization requires and what the employee is seeking and what employee is actually receiving. Mullins emphasized that the level of job satisfaction is affected by a wide range of variables relating to: Individual (i.e. personality, education, intelligence and abilities, age, marital status and orientation to work); Social factors (i.e. relationship with co-workers, group working and norms and opportunity for interaction); Cultural factors (i.e. attitudes, beliefs and values); Organizational factors (i.e. nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, supervision and styles of leadership, management systems and working conditions); and Environmental factors (i.e. economic, social, technical and governmental influences). Sweeny and Mcfarlin (2005) defined job satisfaction as the result of a psychological comparison process of the extent to which various aspects of the job (e.g. pay, autonomy, work load) measure up to what they desire. Thus, the larger the gap between what employees have and what they want from their jobs, the less satisfied they are; (employees tend to be most satisfied with their jobs when what they have matches what they want).

Civil servants working in the Directorate of Immigration and Registration of Persons (DIRP) in Kenya have been mandated by the Kenyan constitution 2010 to provide crucial services of registration to the Kenyan people and issue security documents such as birth certificates, identity cards and passports. The provision of these services is enshrined in the constitution as a basic human right and therefore they are a must for any government (GOK 2009). In an effort to improve service delivery the government has introduced Huduma Kenya as a 'one stop shop' approach in reforming service delivery in Kenya. Huduma Kenya involves amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently GOK (2013). Services like issuance of security documents such as Birth certificates, Identity cards and Passports among other services was accessed in one place resulting in better service delivery.

2. STATEMENT OF THE PROBLEM

The civil service being charged with offering vital services to the citizens. The quality of services they offer reflect the values and beliefs of the government of the day, and thus very important for the employees to perform their task efficiently. Most services are fundamental human right for a person to thrive both economically and socially within the society. Masooma *et al.*, (2012) in the study of determinants of job satisfaction and its impact on employee performance noted there is positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Mosamood (2011) on the study of factors affecting employee job satisfaction on pharmaceutical sector concluded employee job satisfaction can improve service quality and increase employee satisfaction. Gunter and Furnham (1996) further states that job satisfaction can directly cause work outcomes that are positive. Positive work incentives are incentives that make work interesting, e.g.; attractive work environment, good personnel policies, provision of benefits, job structure and compensation. However, negative work incentives include those incentives that make work boring, unchallenging and dissatisfying. They lead to increased absenteeism, turnover and accidents.

The rising number of employees in civil service who are disinterested in their work, the low performance and rising number of complaints from poor service delivery and high labour turnover have characterized the civil service in Kenya. The increasing need of excellent service delivery has called for good organizational framework that would ensure the public service retains their 'best hands'. These prevailing conditions led to the need to investigate the effects of job satisfaction on the performance of civil servants in the Directorate of Immigration and Registration of persons in Nyeri County.

3. OBJECTIVES OF THE STUDY

The main objective of this study was to investigate the effects of job satisfaction on the performance of civil servants working in the Directorate of Immigration and Registration of Persons (DIRP) in Nyeri County.

The specific objectives were:

- i) To establish effects of reward on performance of civil servants working in the DIRP in Nyeri County.
- ii) To determine the effects of promotion on performance of civil servants working in the DIRP in Nyeri County.

- iii) To find out the effects of job security on performance of civil servants working in the DIRP in Nyeri County.
- iv) To investigate effects of working conditions on performance of civil servants working in the DIRP in Nyeri County.
- v) To determine the effects of autonomy on performance of civil servants working in the DIRP in Nyeri County.

4. THEORETICAL LITERATURE

The current study was guided by the Maslow Hierarchy of needs, Herzberg's Motivator Hygiene theory, Hersey and Blanchard Situational leadership theory and expectancy theory. In this section, proponents, strengths, weakness and relevance of the theory in the study will be discussed.

4.1 Maslow Hierarchy of Need Theory

Maslow's need hierarchy theory is important in understanding the human needs that leads to job satisfaction. The theory suggests that human needs form a hierarchy consisting of: physiological needs, safety, belongingness, love, esteem, self-actualization and transcendence, Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety) before more complex needs can be met (such a belonging and esteem). Within an organization financial compensation and healthcare are some benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employee feeling physically safe in their environment as well as job security and /or having suitable company structures and policies when this is satisfied the employee can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace and whether they feel they are part of their team/organization once satisfied the employee will feel as though they are valued and appreciated by their colleagues and their organization. Self actualizing is where the employee seeks to self-actualize: where they need to grow and develop in order to become everything they are capable of becoming organization looking to improving employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher order needs. Transcendence is where the employee help others achieve their goals through mentoring for succession management (Shulze, 2006).

4.2 Herzberg's Motivator- Hygiene Theory

Herzberg's motivator- hygiene theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but they are two separate and at times even unrelated concepts. Motivating factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand hygiene factors (such as working conditions, company policies and structures, job security, interaction with policies and structure, interaction with colleagues and quality of management) are associated with job dissatisfaction. This theory postulates that when hygiene factors are low, the employee is dissatisfied, but when these factors are high the employee is not dissatisfied but not necessarily satisfied. Moreover it is thought that when motivators are met the employee is thought to be satisfied. This separation may aid in accounting for the complexity of employee's feelings as they might not feel both satisfied and dissatisfied at the same time; or neither satisfied nor dissatisfied (Armstrong, 2007).

4.3 Hersey and Blanchard Situational Leadership Theory

There are different kinds of leadership styles such as autocratic, democratic and laissez faire. These types of leadership will eventually be affected the leadership style of the management in an organization and eventually the employees' performance. The quality of leadership will also affect the leadership style, thus poor and good leadership will affect employee's performance hence the perception of a leader from his follower's point of view is very important in the reduction of the dissatisfied staff. Shared leadership organizations experience high employee's performance. Shared leadership is about collaborative, participatory leadership that takes employee's views and interests on board in decision making and leadership process hence increasing employee's performance (Herse & Blanchard, 1969). Leadership is less about managers' needs, and more about the needs of the employees and the organization. Rather, they should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the organization. According to Goleman (2004) who popularized the notion of emotional intelligence, describes six different styles of leadership. The most effective leaders can move among these styles, adopting the one that meets the needs of the moment.

They can all become part of the leader's repertoire. Visionary leadership this style is most appropriate when an organization needs a new direction. Its goal is to move people towards a new set of shared dreams. Visionary leaders articulate where a group is going, but not how it will get there setting people free to innovate, experiment and take calculated risks. Coaching, is a one-on-one style that focuses on developing individuals, showing them how to improve their performance, and helping to connect their goals to the goals of the organization. Coaching works best with employees who show initiative and want more professional development, but it can backfire if it's perceived as "micromanaging" an employee, and undermines his or her self-confidence. According to (Hersey, P. and Blanchard, K. H. 1980) afflictive style emphasizes the importance of team work, and creates harmony in a group by connecting people to each other. This approach is particularly valuable when trying to heighten team harmony, increase morale, improve communication or repair broken trust in an organization. But he warns against using it alone, since its emphasis on group praise can allow poor performance to go uncorrected. Employees may perceive that mediocrity is tolerated.

Democratic style of leadership draws on people's knowledge and skills, and creates a group commitment to the resulting goals. It works best when the direction the organization should take is unclear, and the leader needs to tap the collective wisdom of the group. warns that this consensus-building approach can be disastrous in times of crisis, when urgent events demand quick decisions. Pacesetting should be used sparingly, because it can undercut morale and make people feel as if they are failing. Commanding, this is classic model of military style leadership probably the most often used, but the least often effective. Because democratic style of leadership rarely involves praise and frequently employs criticism, it undercuts morale and job satisfaction. Deal (2008) argues it is only effective in a crisis, when an urgent turnaround is needed. Even the modern military has come to recognize its limited usefulness. Leadership is the art of accomplishing more than what the science of management says is possible. He also defined leadership as the process of motivating other people to act in a particular way in order to achieve specific goals for the firm. He also argued that leaders are judged on what they do. Leadership role is defined and carried out against an imposing array of factors and forces that

can easily lead to either success or failure. These factors affect a leader's ability to motivate individual members and to coordinate their effort towards group goals.

However, there are the major factors that may affect leadership style: The leader's position of power which refers to the formal authority which is identified with a specific position in the organization. This position gives a leader the power to influence the activities of his/her followers and to direct their efforts. Despite this defined authority; one will only be successful in achieving acceptance levels of satisfaction of his/her staff. In an organization, it will mean re-examination of the manager-leader position where there is no success. Therefore, a leader must be a role model that the subordinate will emulate. The Harvard Business Review (May-June 1973) - "A Continuum of leadership Behaviour". Robert Tannenbaum and Warren H. Schmidt portrayed a continuum of leadership behaviour in their articles. This continuum depicts a range of behaviour patterns as different styles appropriate in different situations in which autocratic, democratic and laissez faire styles are identified across the continuum from boss-centered to subordinate-centered leadership. They are able through their personal vision and energy to inspire followers and have a major impact on an organization. Weber (1947) defined charisma as a certain quality of an individual personality by virtue of which he is considered extra-ordinary and treated with exceptional forces.

4.4 Expectancy Theory

Expectancy is defined as momentary belief concerning the likelihood that a particular act was described by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act was followed by outcome while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome (Vroom, 1964). Motivation in this case is likely when a clearly perceived and usable relationship exists between performance and outcome and the outcome is seen as a means of satisfying needs. It suggests that there are two factors determining the effort people put in their jobs. The first is the value of reward the individuals and the extent to which these rewards satisfy the needs for securing social esteem, autonomy and self-actualization. The second is the probability that rewards depend on the effort as perceived by individuals their expectations about relationship between effort and reward. Thus the greater the value of a set of awards, the higher the probability that rewards depend on the effort, the greater the effort was given in a given situation (Armstrong 2006). Employees are motivated to perform only when they believe that the effort will lead to performance, performance will lead to outcomes and the outcomes will lead to satisfaction.

5. CONCEPTUAL FRAMEWORK

The conceptual framework below shows the determinants of employee job satisfaction that affects performance in the civil service (figure 1).

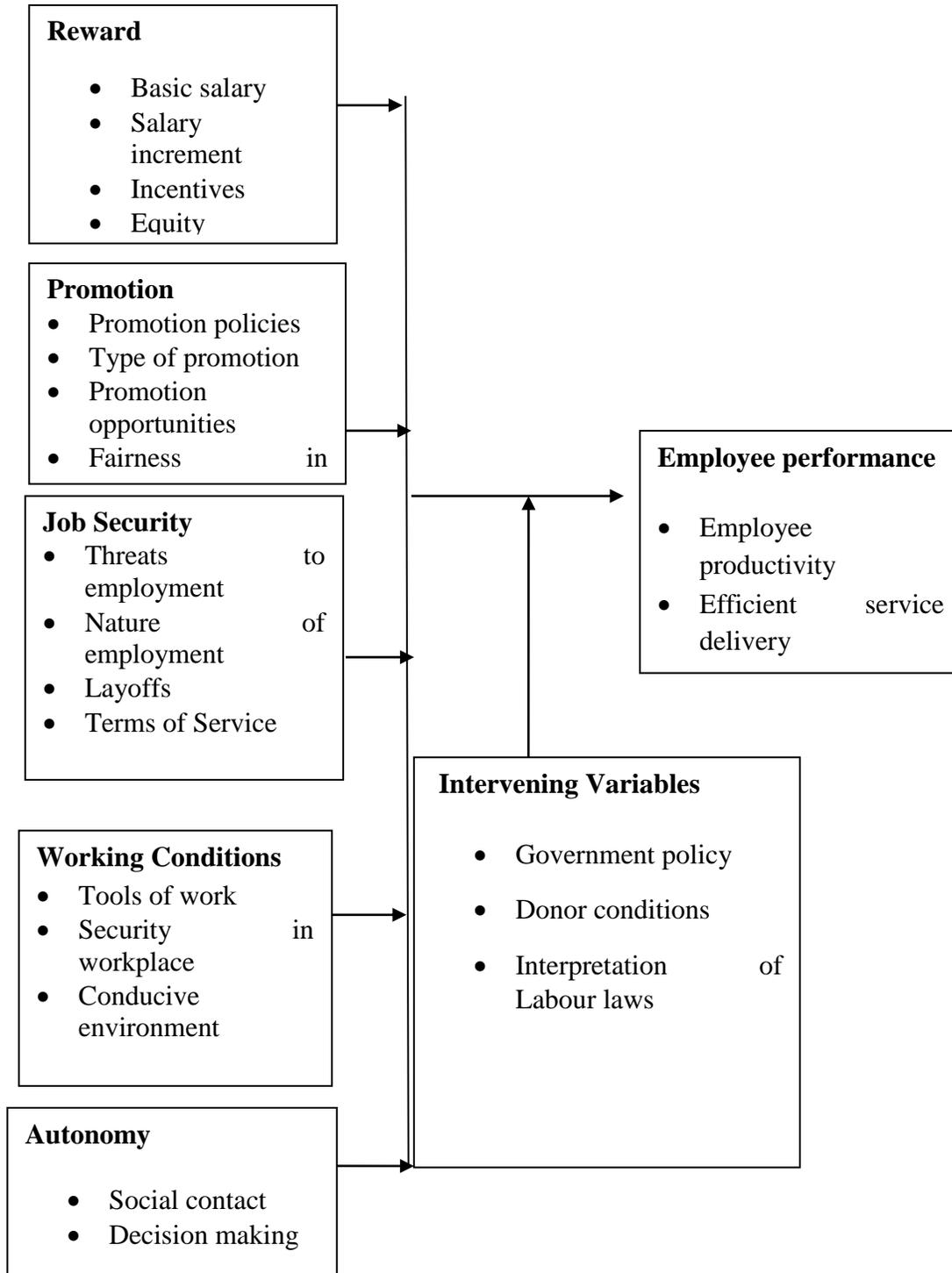


Figure 1 Conceptual Framework

6. RESEARCH METHODOLOGY

The study used descriptive research design in collecting and analyzing data. The study targeted a population of 136 civil servants working in the DIRP of Immigration and Registration of persons in Nyeri County. This included civil servants working in department of Immigration, Registration of Persons and Civil Registration. The study used stratified random sampling technique. This method was used to reduce biasness with the different departments in the DIRP of Immigration and Registration of Person. The researcher divided the sample into three strata with each stratum representing a particular department that is: department of Immigration, Registration of Persons and Civil Registration. The respondents from each stratum were randomly picked for the study. To avoid bias the study adopted 55% where 75 employees out of 136 were chosen for the study. Which was a good representation of the population. Primary data collection was conducted using questionnaires. The questionnaire had both open-ended and close-ended questions. Using Package for Social Sciences (SPSS 21), the quantitative data was coded to enable the responses to be grouped into categories. Descriptive statistics such as frequencies, percentages, mean and standard deviation will then be used mainly to summarize the data.

7. DATA ANALYSIS RESULTS

This shows the linear relationship between reward and employees performance as shown below:

Table 1: Regression table on Reward and Employee performance

Model	R	R Square ^b	Adjusted Square	R	Std. Error of the Estimate
1	.913 ^a	.834	.820		.97522

a. Predictors: (Constant), Reward in civil service affect performance

The table provides R and R² the R value is 0.913 which indicate a high degree of correlation between pay and performance of employees in the civil service. The R² value 0.834 which is equivalent to 83.4% shows a very high linear relationship between reward and employee performance. Reward is a major contributor to employee job satisfaction.

Table 2: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	330.377	6	55.063	57.896	.000 ^c
	Residual	65.623	69	.951		
	Total	396.000 ^d	75			

The table above indicates that regression model predicts performance significantly well. This indicates the statistical significance of regression model that was run reward <0.0005 which is

less than 0.05 and indicates that the overall regression model, statistically significantly predicts performance this is a good fit for the data.

This shows the linear relationship between job promotion and employees performance as shown below:

Table 3: Regression table on job promotion and employee performance

Model	R	R Square ^b	Adjusted R Square	Std. Error of the Estimate
1	.869	.755	.748	1.18137

Predictors: (Constant), job promotion in civil service affects your performance

The table provides R and R² values R value is 0.869 which indicates a high degree of correlation between job promotion and performance of employees in the civil service. The R² value 0.755 which is equivalent to 75.5%, shows a very high positive relationship between job promotion and employee performance. Job promotion is a major contributor to employee job satisfaction. The results were as shown on the table below;

Table 4 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	314.119	2	157.060	112.537	.000 ^c
	Residual	101.881	73	1.396		
	Total	416.000 ^d	75			

The table above indicates that regression model predicts performance significantly well. This indicates the statistical significance of regression model that was run promotion <0.0005 which is less than 0.05 and indicates that the overall regression model, statistically significantly predicts performance this is a good fit for the data.

This shows the linear relationship between job security and employees performance as shown below:

Table 5: Regression table on Job security and Employee performance

Model	R	R Square ^b	Adjusted R Square	Std. Error of the Estimate
1	.901	.812	.809	.92324

Predictors: (Constant), Job security in civil service affect performance

The table provides R and R² values. The R value is 0.901 which indicates a high degree of correlation between job security and performance of employees in the civil service. the R² value 0.812 which is equivalent to 81.2%. This shows a very high positive linear relationship between job security and employee performance. Job security is a major contributor to employee job satisfaction.

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	250.038	1	250.038	293.341	.000 ^c
Residual	57.962	68	.852		
Total	308.000 ^d	69			

Predictors: (Constant), Job security in civil service affect performance

The table above indicates that regression model predicts performance significantly well. This indicates the statistical significance of regression model that was run, job security <0.0005 which is less than 0.05 and indicates that the overall regression model, statistically significantly predicts performance this is a good fit for the data.

Table 7: Regression table on Working conditions and Employee performance

Model	R	R Square ^b	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.883	.61311

Predictors: (Constant), working conditions in civil service affect performance

The table provides R and R² values. The R value is 0.946 which indicates a high degree of correlation between working conditions and performance of employees in the civil service. The R² value 0.895 which is equivalent to 89.5%. This shows a very high positive relationship between working conditions and employee performance. Working conditions is a major contributor to employee job satisfaction.

Table 8: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	83.227	3	27.742	73.802	.000
Residual	9.773	26	.376		
Total	93.000	29			

The table above indicates that regression model predicts performance significantly well. This indicates the statistical significance of regression model that was run, working conditions <0.0005 which is less than 0.05 and statistically indicates that the overall regression model, significantly predicts performance this is a good fit for the data.

This shows the linear relationship between reward and employees performance as shown below:

Table 9 Regression table on autonomy and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869	.755	.748	1.18137

Predictors: (Constant), job autonomy in civil service affect performance

The table provides R and R² values. The R value is 0.901 which indicates a high degree of correlation between job promotion and performance of employees in the civil service. The R² value 0.812 which is equivalent to 81.2% this shows a very high positive relationship between job autonomy and employee performance. Job autonomy is a major contributor to employee job satisfaction.

Table 10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	314.119	2	157.060	112.537	.000
	Residual	101.881	73	1.396		
	Total	416.000	75			

The table above indicates that regression model predicts performance significantly well. This indicates the statistical significance of regression model that was run, job autonomy <0.0005 which is less than 0.05 and indicates that the overall regression model, statistically significantly predicts performance this is a good fit for the data.

8. CONCLUSION

Reward is important for all the civil servants as it enables them meet their basic need which is fundamental in job satisfaction. The salary of the civil servants can be improved, equitably remuneration, and regular salary increments. This would create job satisfaction and also increase service quality to the customers as well as improve the overall performance of the DIRP. Job promotion is critical in job satisfaction hence the DIRP should put in place fair promotion policies. This would guarantee civil servants of equal chances of being promoted. The scheme of service that guides on promotion should be revised to accommodate more vacancies and reduce job stagnation. Most of the promotion was done based on seniority based should be changed and instead be based on merit and not the number of years served. This is important to retain productive employees as well as reducing labour turnover of employee who feel 'they can't wait for that long'. Job promotion comes with increase in salary and span of responsibilities and thus

improve job satisfaction and the overall performance. Assurance of job security on the other hand leads to high productivity and high staff retention in the civil service. Terms of service contribute to job security as civil servants who are permanent and pensionable feel more secure in their jobs compared to those employed on temporary and contractual terms of service. The layoffs and rationalization programmes carried out by the DIRP should be done on voluntary basis. This would expel the fear that the civil servants in the DIRP would lose employment when they are not ready for it. The assurance helps civil servants to conduct their duties without distractions and fear of losing employment; it also promotes job satisfaction and the overall productivity.

Good work environment and good working conditions can improve employee job satisfaction. This helps employees give their best which increases the employee work performance. It is important to improve physical environment by identifying those elements or dimensions that make up the physical environment. Such elements include tools of work, security, personalization of work stations, lighting, noise, and ventilation. When employees are provided with necessary tools of work and proper working environment, they are able to execute the mandate of the DIRP as well improve the organizational performance. Autonomy is the empowerment of employees to make decision pertaining to their job. This promotes efficiency in decision making and improves productivity of the employees which leads to high job satisfaction as decisions are made as and when required. Lack of employee's empowerment leads to bureaucracy and delay in service delivery. This leads to low productivity and job dissatisfaction. The authority to make decision, correct daily work problems and interaction with others gives the employee a sense of belongingness and boost their esteem and thus achieving higher job satisfaction which translates to higher organizational performance.

9. RECOMMENDATION

DIRP should introduce overtime pay to encourage the employees work for extra hours and thus improve their output. This would reduce the DIRP the extra cost of employing new employees but utilize the existing employees at minimal cost. DIRP should improve the overall salary packages of employees; pay all the civil servants equitably. The salary should be commensurate with the cost of living. The DIRP should introduce result based remuneration where the best performer should be compensated accordingly. This would foster the culture of high performance as the civil servants compete to perform highly and thus be paid higher. The salary increments should be done regularly. The DIRP should review its promotion policy to avoid employee's stagnation at one level this can be done by reviewing the existing scheme of service that prevents upward mobility. The promotion policy should be based on merit this would inculcate the culture of performance as well as rewarding the employees who have performed well. There should be fairness in promotion policies by ensuring only the civil servants who deserve the promotion are promoted. The civil servants should also be offered sponsorship so as to proceed with their education and become competitive for the available positions in the DIRP.

The DIRP should automate most of its processes to allow for flexible working arrangements. This would allow employees to work from their homes thus reduce the number of employees occupying the offices at any given time. This would improve the output, as employees would work past the regular time to complete their daily targets. The DIRP would also be avoided the cost of constructing new offices and renting. The DIRP should also introduce working in shifts to maximize on the resources available, this would also reduce absenteeism. The DIRP should consider outsourcing non-core services such as cleaning to reduce on the wage bill. The

employees should also be trained on multiple skills to enable them multi task rather than employing new employees whenever a new duty arises. The DIRP should improve the job security of civil servants. This can be done by promoting employees on temporary and contractual basis into permanent and pensionable. DIRP should help the civil servants to advance their qualification so that are not the target of layoff from time to time. DIRP should delegate authority for employees to make decisions pertaining to their job related problems. Though this should be closely monitored, the civil servants should be made to account for their decisions to ensure there is control in decision making. The employees should also be trained regularly to make them equipped when making decisions in their line of duty. There should also be mentoring programmes to make less experienced civil servants learn from best experienced civil servants.

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