

EFFECT OF JOB SATISFACTION ON PUBLIC SERVICE EMPLOYEE PERFORMANCE IN THE MINISTRY OF EDUCATION MERU COUNTY

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Abstract: The primary development goal of any country is to achieve broad based sustainable improvement in the standards of the quality of life of its citizens. The general objective of this study was to examine the effects of job satisfaction on employee performance in the public service of Kenya. The public service and in particular the civil service plays an indispensable role in the effective delivery of public services that are key to the functioning of a state. The performance of employees in the public service has not been satisfactory with numerous complains of poor performance of employees in the public service. This study therefore investigated the relationship between career advancement and employee performance, employee remuneration and its relationship with employee performance and the relationship between employee recognition and employee performance in the Ministry of Education Meru County. The study adopted descriptive research design where the study target populations included all the employees in the ministry of education Meru County. The study used stratified random sampling technique to select the 79 employee respondents comprising of 28 senior officers and 51 junior from whom a questionnaire was used to collect data. The questionnaire was validated using content validity and Reliability was measured by use of Cronbach's Alpha method a coefficient of 0.863 was obtained implying the research instruments were reliable. The data collected was organized, coded and entered into the Statistical Package for Social Sciences (SPSS) computer program where descriptive analysis involving means and frequency and cross tabulations was used in the data analysis. The study found that there was significant relationship between the variables there was positive correlation of 0.443 between employee recognition on consistence employee performance. The study found that there was a positive correlation of 0.130 of career advancement on employee performance. Further there was a positive correlation of 0.004 between employee remuneration and employee performance. The researcher recommends the public service to improve the remuneration packages to be competitive and equitable to other organizations this will lead to higher job satisfaction and lead to increase in employee performance.

INTRODUCTION

Over the years the public service has continued to render poor quality services to the people due to poor work performance by the employees (Directorate of Personnel Management (DPM), 2000). The source of the problems of poor work performance and service delivery in the public sector, began at the time of independence in 1963, and emanated particularly from Kenyanization policy (Directorate of Personnel Management (DPM),

2000). The researcher aims at examining the influence of job satisfaction on employee performance as one of the leading causes of poor work performance in the public service of Kenya.

According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust and respect. Employee job satisfaction is the fulfillment, gratification, and enjoyment that come from work. It is not just the money or the fringe benefits, but the feelings employees receive from the work itself. When employees are not satisfied with their jobs this leads to poor performance of their jobs. Intrinsic factors are those internally derived and include personal achievement, sense of accomplishment, and prestige. Extrinsic factors are those derived from factors in the practice environment and include pay and benefits, working conditions, and resources. Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked.

Jobs satisfaction has a relationship with various variables such as achievement, advancement, job enhancement, team work, promotion, cooperation, job stress, mentoring and training needs, the development, management and recognition of success. Job satisfaction level may be measured through employees' feelings about: - Pay, work itself, benefits, career advancement, coworker performance, supervisory consideration, supervisory promotion of team work and communication, human resource/personnel policies, concern for employees, productivity training and development. In an organization the morale of the employees is considered to be a deciding factor in the organization's efficiency (Chaudhary & Banerjee, 2004). This study sought to examine career advancements, remuneration and employee recognition as factors influencing job satisfaction and their effects on employee performance in the public sector in Kenya.

2 Statement Of The Problem

The work performance of public sector workers in Kenya has been a major concern to the Kenyan government, civil society, development partners and the people of Kenya. The prevailing situation at the workplace has been one of low work performance and poor service delivery. Despite Kenya's public service undergoing multidimensional, interdependent and interlocking reforms through performance yet these efforts have not had much effect on employee performance. Public officers have equally complained of poor pay, poor terms and conditions of employment, lack of clarity of objective and inadequate support from employer leading to low morale, dissatisfaction and negative attitudes towards work, KIPPRA report (2013). One of the major problems facing the public sector has been identified as low job satisfaction of workers and hence poor work performance. The problem indicators include: absenteeism from work stations, low quality work, low productivity, lateness, stealing of government property, corruption, insecurity, laziness, a high rate of complaints by the workers, and high staff turnover among the professional staff. Existence of poor work performance in the public service is evidenced by poor work ethics in the public service that led the president to intervene by issuing an Executive Order 6, March 2015 (Government printer, 2015) on Ethics and integrity in the public service as occasioned by numerous public complaints on blatant breaches of ethical standards in the public service despite various reminders and warnings as detailed in the executive order.

3 Research Objectives

- i. To establish the effect of career advancements on employee performance in the public service of Kenya.
- ii. To establish the effect of remuneration of employees on employee performance in the public service of Kenya.
- iii. To establish the effect of employee recognition on employee performance in the public service of Kenya.

4 The research Hypothesis

In order to examine the effects of job satisfaction of employee's on employee performance in the public service, the following hypotheses were examined.

- i. **H₀**: There is no significance relationship between career advancement and employee performance in the public service.
- ii. **H₀**: There is no significant relationship between remuneration of employees and employee performance in the public service.
- iii. **H₀**: There is no significant relationship between employee recognition and employee performance in the public service.

5 LITERATURE REVIEW

Need Hierarchy Theory

The need hierarchy theory (Maslow, 1954, 1970) posits that individuals are born with a set of needs. There are five needs: physiological, safety, belongingness, esteem, and self-actualisation. These are arranged in a hierarchy, meaning that lower-order needs are satisfied before higher-order needs are activated. The lowest need, physiological, refers to basic biological drives, such as hunger, thirst and sex. These physiological needs are the most important of all, as an individual deprived of all needs would seek to gratify these needs first. They would not be concerned with safety, belongingness, esteem, or self-actualisation. Once they have gratified the physiological needs however, the strength of that need decreases, and the next highest need, safety, becomes important. The safety need refers to security, stability, dependency, protection, and need for structure, order, law and limits. To gratify the safety need, an individual requires a safe, orderly, predictable, lawful world. Once the safety need is ratified, its need strength is reduced, and the strength of the belongingness needs increases. The individual will begin to hunger for affectionate relationships with people, and for a place in their group or family. Once these belongingness needs are gratified, the strength of the esteem need increases, and the individual will desire a high evaluation of themselves, and others. Once an individual has gratified these four needs, collectively known as deficiency needs (D-needs), they may begin to feel restless. This restlessness is indicative of the need for self-actualisation. The need for self-actualisation refers to the need for the individual to become everything they are capable of becoming. When the strength of this need increases, the individual strives for self-fulfilment. This fifth need is referred to as a being need because it sustains an individual's interest without being driven by feelings of deprivation. When the need for self-actualisation is gratified, it increases in need strength (Maslow, 1962). Growth is a continued upward development, where the more that one gets, the more that one wants. This growth is "endless, and can never be attained or satisfied" (Maslow, 1962, p. 31).

The theory proposes that the lower-order needs must be gratified before the higher-order needs are activated. For example, to help them gratify their physiological and safety needs, employers can increase their employees' pay. Once these needs are satisfied, the relationship between the employee and their supervisors and co-workers takes on increased strength. Generally; a person beginning their career will be very concerned with physiological needs such as adequate wages and stable income and security needs such as benefits and a safe work environment. Employees whose lowest level needs have not been met will make job decisions based on compensation, safety, or stability concerns. Esteem needs are tied to an employee's image of himself and his desire for the respect and recognition of others. Even if an individual does not want to move into management, he probably does not want to do the same exact work for 20 years. Finally, symbols of accomplishment such as a meaningful job title, job perks, awards, a nice office, business cards, work space, etc. are also important to an employee's esteem. Rewards need to be balanced to have a maximum effect with self-actualization; the employee will be interested in growth and individual development. He will also need to be skilled at what he does. He may want a challenging job, an opportunity to complete further education, increased freedom from supervision, or autonomy to define his own processes for meeting organizational objectives. At this highest level, managers focus on promoting an environment where an employee can meet his own self-actualization needs.

7. Research Design

The study used descriptive research design. Descriptive studies try to describe characteristics of subject opinions, attitudes and perception of people of interest to the researcher. Descriptive studies also aim at obtaining information from a representative selection of the population and from the same; the researcher is able

to generalize the findings to a larger population. Neuman (2008) infers that descriptive research has the capacity to describe the present status of a phenomenon, determining the nature of the prevailing conditions, practices and attitudes and seeking accurate descriptions of activities.

8. Sampling Design & sample size

This refers to the sampling method and technique that was used. The researcher used stratified random sampling design. Stratified sampling method divides the population into sub-populations called strata that are homogenous. The population of this study comprised of 100 senior and junior employees of the Ministry of Education, Meru County. Kathuri and Pals (1993) state that the larger size of the sample, the more likely its mean and standard deviation will be representative of the population's mean and standard deviation. Saunders (2009) recommends a sample size of 79 for a population of 100. Hence the researcher used a sample size of 79 employees of the Ministry of Education in Meru County. The researcher got the sample size of the two strata's proportionally. Table 1 shows the proportionate sample size.

Table 1 Sample size

Category	Population	Sample size
Senior officers	36	28
Junior officers	64	51
Total	100	79

Source: Author, 2016

9. Data Collection Instruments & Data Collection Procedures

The researcher used questionnaires to collect the required data. Primary data was collected from the target population in the study area. Secondary data was from the existing information in books magazines, reports, brochures, journals and other materials. Both closed or structured and open-ended or unstructured questionnaires were used. The questionnaire adopted a 5 point Likert scale (e.g. 5-very important, 4-important, 3-neutral, 2-slightly important, 1-Not important).

10 .Data analysis & Interpretation

Mugenda and Mugenda (1999) say that in order to save time and increase the accuracy of the results, a computer should be used. The data collected was organized, coded and entered into the Statistical Package for Social Sciences (SPSS) computer program for data analysis. The output is presented in frequency tables, numerical values and percentages based on which interpretations and conclusions made.

The study was guided by the following regression model:

$$EP = a + b_1 (CA) + b_2 (R) + b_3 (EP) + e_i$$

Whereas: EP denotes employee performance, CA denotes Career advancements, R denotes Remuneration, EP denotes employee recognition, and e_i denotes the error term.

Demographic Information

This section provides information related to the employees in the Ministry of Education. The study required the respondents to indicate their age

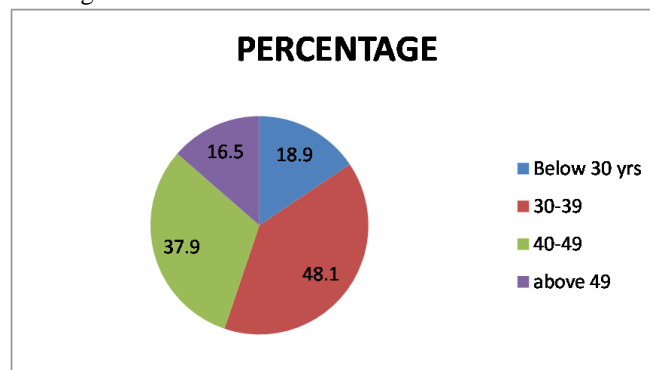


Figure 1 Age of Respondents

Source: fieldwork, 2016

According to the findings shown in the figure 1 above majority of the respondents were below 30 years as shown by 18.9% followed by 30-39 years with 48.1% then 40-49 years with 37.9% and lastly above 49 years with 16.5%.The general findings reported by Hertzberg (1957) on relation between job satisfaction and age shows that job satisfaction starts high, declines, and then starts to improve again with increasing age in a U-shaped curve.

GENDER OF RESPONDENTS

The study required there respondents to indicate their gender. According to the findings shown in the figure 2 below, majority of the respondents were male as shown by 68.4% while females were 31.6% of the respondents. This is an indication that most of the employees in the Ministry of Education are male.

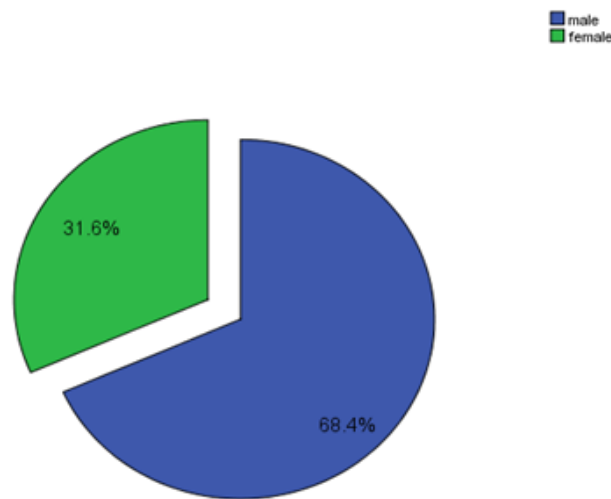


Figure 2 Gender Respondents Source: fieldwork, 2016

The main reason for more men than women from above figure 2 can be attributed to historical prevalence of education for the boy child. Ngerechi (2003) observes that women have a lower participation rate than men at the higher levels of education because according to cultural beliefs among Kenyan communities especially those in the marginalized communities where women are married off at an early age and others only educating the boy child. Due to the unequal distribution of the sexes in the public service, the Government has introduced a gender policy that aims at the representation of at least one third of either gender (GoK, 2010).

Highest Level of Education

The study found that most of respondents had attained bachelor's degree as shown by 67.5% of the respondents, 26.3% had attained diplomas,3.8% had attained post graduate level of education and 1.3% to both O level and certificate.

Table 2 Respondents Highest Level of Education

Level of Education	Frequency(n=79)	Percentage (%)
O level	1	1.3
Certificate	1	1.3
Diploma	21	26.3
Bachelor's degree	54	67.5

Post graduate level	3	3.8
Total	79	100

Source: fieldwork, 2016

This established that majority of the respondents had gone through secondary, college and university and had acquired enough skill to assist them to work effectively and with ease.

Working Duration in the Organization

According to the findings shown in the table 3 below, majority of the respondents as shown by a figure of (92.4%) had worked for their institutions for a period of between 5 years and above, 7.6% for a period of less than a year.

Table 3 Working Duration in the Organization

	Frequency(n=79)	Percentage (%)
Less than 1 year	6	7.6
1-5Years	24	30.4
5-10 Years	35	44.3
10-15 Years	9	11.4
15 Years and above	5	6.3
Total	79	100.0

Source: fieldwork, 2016

Dinham and Scott (2004) found no relationship between length of service as a teacher and self ratings of satisfaction. However, a significant association emerged between length of service and changes to satisfaction and hence affecting performance as the longer one stays in a organization also increases employees loyalty to the organization.

Career advancement

According to the findings shown in the table 4 below, majority of the respondents as shown by a figure of (83.8%) their employers promote career growth while 15% shows their employer does not promote growth.

Table 4 employer promotes career growth

		Frequency	Percent
Valid	Yes	67	83.8
	No	12	15.2
Total		79	100.0

Source: fieldwork, 2016

The provision of training will foster an increase in professionalism and further exploitation of management methods, whereas a lack of training can cause frustration and lack of job satisfaction (Wright and Davis, 2003). Well trained individuals know the scope expectations and debt of their jobs and will be able to add building blocks to their professionalism as they progress through their careers (Pritti, 1999). Training is therefore critical for in employee performance.

Career advancement effect on the performance of employees

According to the findings shown in the table 5 below on whether career advancement affect employee performance, majority of the respondents as shown by a figure of (50.6%) that career advancement affects performance of employees while 49.4% says it does not affect the performance of employees.

Table 5 Impact of career advancement activities on performance of employees

		Frequency	Percent
Valid	Yes	40	50.6
	No	39	49.4
	Total	79	100

Source: Fieldwork, 2016

The study findings are supported by Robbins (2011) who found out that promotions provide opportunities for personal growth, increased responsibility and translate to increased job satisfaction and in turn improving the performance of an employee characterized by Herzberg (1958) as a motivation factor, which refers to a factor which when absent prevent both satisfaction and motivation and when present lead to satisfaction and motivation and hence improvement in employee performance.

Hypothesis 1 H0: There is no significance relationship between career advancement and employee performance in the public service.

The figure Table 6 below presents the data findings on the relation of career advancement on employee work Performance in the Ministry of Education Meru County.

Table 6 Rate of career advancement to Employee Performance

	Frequency(n=79)	Percentage (%)
Slightly important	3	3.8
Important	47	59.5
Very important	29	36.7
Total	79	100.0

Source: fieldwork, 2016

Performing the necessary hypotheses,

$$H_0: \mu \geq 3.5$$

$$H_1: \mu < 3.5 \text{ at } \alpha = 0.05.$$

A computed value of $Z = 1.47$ was obtained. We thus do not reject the null hypotheses and conclude that employees took career advancement important on employee performance.

Rate of career advancement on the job training in relation to Employee Performance

The figure Table 7 below presents the data findings on the career advancement on job training in ministry of education Meru County. From the study findings, majority of the respondent as shown by 53.2% took career advancement on job training very important on performance growth, while 46.8% took it important.

Table 7 Importance of on the Job Training on Employee Performance

	Frequency(n=79)	Percentage (%)
Important	37	46.8
very important	42	53.2
Total	79	100.0

Source: fieldwork, 2016

Performing the necessary hypotheses,

$$H_0: \mu \geq 3.5$$

$H_1: \mu < 3.5$ at $\alpha = 0.05$.

A computed value of $Z = 0.86$ was obtained. We thus do not reject the null hypotheses and conclude that employees took career advancement on job training very important on Employee performance.

Rating Career Advancement based on opportunities for promotion in relation to Employee Performance.
The Table 8 below presents the data findings on the Career Advancement of employee based on opportunities for promotion in the Ministry of Education Meru County. From the study findings, majority of the respondent as shown by 58.8% took career advancement of employees based on opportunities for promotion important on employee performance, 36.3% Very important, while 3.8% slightly important.

Table 8 opportunity for promotion in relation to Employee Performance

	Frequency(n=79)	Percentage (%)
Slightly important	3	3.8
Important	47	58.8
Very important	29	36.3
Total	79	100.0

Source: fieldwork, 2016

Performing the necessary hypotheses,

$H_0: \mu \geq 3.5$

$H_1: \mu < 3.5$ at $\alpha = 0.05$.

A computed value of $Z = 0.75$ was obtained. We thus do not reject the null hypotheses and conclude that employees took remuneration of employees based on opportunities for promotion important on Employee Performance in The Ministry of Education, Meru County. The study findings are supported by Robbins (2011) who found out that promotions provide opportunities for personal growth, increased responsibility and translate to increased job satisfaction and in turn improving the performance of an employee.

Correlation Analysis

Table 9 Correlations

		rate of study leave to further education	overall employee opinion
rate of study leave to further education	Pearson Correlation	1	.130
	Sig. (2-tailed)		.252
	N	79	79
overall employee opinion	Pearson Correlation	.130	1
	Sig. (2-tailed)	.252	
	N	79	79

Source: fieldwork, 2016

From the above table above, it shows there is positive correlation (0.130) between the rate of study leave to further education and overall employee opinion which is an indication that there is a correlation between overall employee opinions on career advancement to employee performance in the public service.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.6080 ^a	.42	.03	.436

a. Predictors: (Constant), employee recognition affect performance, employer promote career growth, remuneration on salary commensurate to your qualification and experience

Source: fieldwork, 2016

Table: 12 ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.315	3	.438	1.083	.362 ^a
Residual	30.356	75	.405		
Total	31.671	78			

a. Predictors: (Constant), employee recognition affect performance , employer promote career growth, remuneration on salary commensurate to your qualification and experience

b. Dependent Variable: employee performance

Source:Fieldwork,2016

Table 13 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.752	.487		3.596	.001
	if employer promote career growth	.057	.172	.038	.329	.343
	remuneration on salary commensurate to your qualification and experience	.211	.166	.151	1.274	.207
	if employee recognition affect performance	.173	.178	.113	.972	.334

a. Dependent Variable: Employee Performance

$$EP = 1.752 + 0.038(CA) + 0.151(R) + 0.113(ER)$$

Whereas: EP denotes employee performance (overall employee opinion), CA denotes Career advancements (employers promote career growth, R denotes Remuneration (salary commensurate to your qualification and experience), and ER denotes employee recognition (employee recognition affect performance).

The β_0 which is 1.752 is Y intercept, the height of the regression line when it crosses Y axis. In other words this is the predicted value of employer's performance when all other variables are zero.

11. Conclusion

The researcher found the information on career advancement, Remuneration and employee Recognition provided by the officers in the Ministry of Education Meru County on Job satisfaction and its effects on employee performance to be relevant. To this objective the study has concluded that career advancements, remuneration and employee recognition have significant effect on employee performance in the Ministry of Education and to the wider public service. Employee recognition, remuneration and career advancement of employees is one of the leading employee Job satisfaction drivers hence the variables are crucial in employee performance as indicated by the findings.

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