

Analysis of Extrinsic Rewards and Employee Satisfaction: Case of Somtel Company in Somaliland

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Abstract

The study examined how extrinsic rewards affect employee satisfaction in attainment of organizational objectives. The specific objectives were to determine how salaries, bonuses, commission and working condition affect employee satisfaction. The theoretical literature focused on affective event theory, equity theory and job characteristics theory. The empirical literature concentrates on salaries, bonuses, commissions, working conditions and their effect on employee satisfaction. This study employed descriptive research design and used a structured questionnaire to gather data. The target population of the study comprised of 140 employees of Somtel Company. A sample of 56 employees was selected from the population using stratified random sampling technique. Validity and reliability of the instruments was assessed by determination of the Cronbach's alpha. Qualitative data obtained through closed-ended questions was analyzed by aid of SPSS software and percentages and was presented by tables and charts. The study found out that the salaries, bonus payment, ordinary commission and working conditions have a positive relationship with performance. The researcher based on the research findings concludes that there is a positive relationship between extrinsic rewards and employees satisfaction. The study recommends for Somtel Company to consider provision of fringe benefits, paying bonuses, commissions to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. The study also recommends further research on intrinsic rewards and motivation, relationship between training and motivation as well as a comparative study on the relationship between financial and non-financial motivators with relation to organizational performance.

Key Words: Extrinsic rewards, Empowerment, Satisfaction

1. INTRODUCTION

According to Kabene et al. (2006), Human resource management becomes a significant aspect for an organization's prosperity. Because it is the human who built up and develop the organization, to effectively and efficiently accomplish its objectives. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors.

Employees form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors (Weiss, 2002). Spector (2000) argues that the assessment of employee satisfaction is a common activity in many organizations where management feels that employee well-being is important. Some people like to work and they find working an important part of their lives. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service (Kaplan, 1996).

Malhotra et al. (2007) define rewards as 'all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship'. It is without doubt that every employee expects some level of reward after delivering a function or task. Employees expect employers to deliver or execute designated duties to their satisfaction whilst employees also expect their employers to assure them of adequate wages and salaries (rewards) after they dutifully deliver what is expected of them. According to the oxford dictionary; performance, which originates from the word 'perform', is to carry out, accomplish or fulfill an action, task or a function. The reward for executing a task or a function is what is termed as motivation. Even though people work for salary or wages (rewards), there are numerous ways of rewarding (motivating) employees according to the task or function performed.

Milkovich and Newman (2008) in the global context believe that employee extrinsic rewards design hinges on the variations presented by four key factors institutional, economic, organizational and individual. Many extrinsic

rewards strategies, policies and decisions have a significant impact on employees' lives. For example, the decision to terminate long-term employees without any compensation for their service to the firm reduces the employees' medium-term income because employees who are involuntarily terminated seldom obtain employment at their previous compensation level. Consequently, compensation strategies, policies and decisions have an ethical dimension because ethical considerations are relevant whenever someone's decisions result in harm to others who are not involved in making such decisions (Franco, 2008).

Somtel Company is a telecommunications company headquartered in Hargeisa, the capital of the Somaliland. One of Somalia's leading telecommunications firms, it provides a comprehensive range of mobile voice and data services to customers, including 3G and the first 4G network. Somtel is largely owned by Dahabshiil, but is officially registered in the British Virgin Islands. 2013 was largely a year of expansion for Somtel, now a leading mobile telecommunications company in East Africa, which offers the latest technology to deliver voice and data services to our clients. For the first time, Somtel has extended its services to South Central Somalia and Puntland. Somtel also opened offices in very remote, predominantly pastoral and fishing areas in order to bring our services to new customers and communities. The Company considerably improved its customer care approach by staffing a 24 hour call center. We already communicate with our money transfer customers by mobile phone, and will be expanding this service to have increased access to mobile payments in 2014 and believe these will provide a significant development to the telecommunication industry in the Somali territories.

Somtel is an organization powered by its people and driven by Dahabshiil excellence, diversity and market presence. These dynamic forces have enabled us to become one of the leading mobile telecom companies in East Africa. With a commercial presence spread across Somaliland regions, Somtel is the leading telecommunications company in the Somaliland and East Africa, with over 6,000 employees providing a comprehensive range of mobile voice and data services to over 3 million individual and business customers.

Rewards have been identified as the most powerful motivators of performance that leads to employee satisfaction. In today business climate rewards have become more important than ever for several reasons managers have fewer ways to influence employees and shape their behavior, Lack of employee satisfaction has also been evidenced by employee strikes. If their needs are satisfied the staff would be motivated to perform effectively so organizational reward system is the most effective motivational tools available to organizations (Clark, 1996).

Killika (1999) in a case study of Kenya Revenue Authority conducted a study on different level of employees experience and source of job satisfaction. The study found out that the factors that impact the employees as an individual can impact his or her job satisfaction. From the study the higher level employees were more satisfied than the lower group. While the employees were basically satisfied with their jobs, there were significant differences in levels of satisfaction in several areas. Professionals were significantly more satisfied than non-professionals in the areas of enjoyment of the work itself.

There has been dichotomy among researchers regarding on the influence of extrinsic rewards on employee satisfaction. While many think that extrinsic rewards have an effect on employee satisfaction, other think that they do not impact at all on employee satisfaction. Even there has been conflict in research regarding this issue in the agendum towards alienating the existing paradoxes. The context of developing nation is different from that of developed nations because while others work due to intrinsic motivational factors such as autonomy, achievement and recognition; others need to be coerced to work by extrinsic motivation factors like salary, bonus , commission and working conditions.

The existing studies on the relationship between compensation and employee satisfaction have not been holistically studied. There still exist many gaps more so on the relationship between intrinsic and extrinsic motivational factors. While researchers have explored a zillion times in the rest of Africa and the world, no such study has been conducted in Somaliland. These gaps are what necessitate this study to be conducted.

The general objective of the study was to evaluate the effects of extrinsic rewards on employee satisfaction. The study was guided by the specific objectives to determine how salaries affect employee satisfaction, to find out the extent to which bonus rewards influence employee satisfaction, to investigate the effect of commissions given to employees on employee satisfaction and to assess the relationship between working condition and employee satisfaction.

This study was carried out at Hargeisa Somaliland. It covered the context of Somtel Company. The research study was conducted between May 2015 and August 2015. Data was collected by the researcher using researcher devised questionnaires, group discussions and document analysis techniques. The study concentrates on the role of Compensation, and its relationship with Employee satisfaction and their clients according to their job performance.

The findings from this study were generalized to all organization operating in Hargeisa Somaliland. This may not be the case since what may result in employee satisfaction in one organization may not influence other organization since people are different and so are organizations. The research was limited to only Somtel Company; similar studies conducted in different countries may fail to generate similar results because of geographical differences, culture and other social factors.

2. LITERATURE REVIEW

2.1 THEORETICAL REVIEW

2.1.1. Affective Event Theory

According to Thompson and Phua (2001), the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employees' internal influences - cognitions, emotions, mental states etc and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge et al., 2006).

Closely related to this theory is Locke's (1976) range of Affect Theory whose major premise is that satisfaction is determined by a discrepancy between what an employee wants in a job what he has in a job. The theory further states that how much one valued a given facet of work (for example, the degree of autonomy) moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that facet. However, too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet (Spector, 1997)

2.1.2. Equity Theory

Equity theory, as reviewed by Walster, Berscheid and Walster (1973) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth.

Based on Adam (1965) theory, Huseman, Hatfield and Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. The major concern in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations.

According to Adams (1963), when a person becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is 'proportional to the magnitude of inequity present'. It is because of this tension that an individual might react in a way that reduces the tension in him.

2.1.3. Job Characteristics Theory

Hackman and Oldham (1976); Schermerhorn (1984); Hellriegel, Jackson and Slocum (1999) and Dugguh (2008) propose a framework to study how particular job characteristics affect job outcomes and job satisfaction. The framework states that there are a number of core job characteristics that impact on job outcomes. These are: Skill Variety (the degree to which a job requires a variety of different activities in carrying out the work and involves the use of different skills and talents of the individual), Task Identity (the degree to which the job requires completion of a 'whole' and identifiable piece of work – that is, one that involves doing a job from beginning to end with a visible outcome), Task Significance (the degree to which the job has substantial impact on the lives or work of people in other departments in the organization or in the external environment), Job Autonomy (the degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out) and Job Feedback (the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information on the results of his performance).

These core job characteristics impacts three critical psychological states - experienced meaningfulness, experienced responsibility for outcomes of the work and knowledge of actual results of the work activities which in turn influence work outcomes (job satisfaction, absenteeism, work motivation and so on). The theory also recognizes that the core characteristics do not affect all employees in the same way. They affect more those in growth-need strength, that is, the employee's desire to achieve a sense of psychological growth in his work (Dugguh, 2008)

2.2 EMPIRICAL REVIEW

2.2.1 Salaries and Employee Satisfaction

Nick (2010) studied the relationship between pay factors and employee satisfaction. This study focused on how different pay factors influence the perceived employee rewards satisfaction and motivation and on how these two perceptions relate. Using policy capturing data obtained from 26 students, this study found a positive relation between satisfaction and pay factors. Furthermore, employee reward satisfaction and motivation were strongly related to the manner of payment. This study also found that the character traits risk aversion, self-efficacy and locus of control, mostly did not seem to influence the preference regarding either performance based pay or fixed pay, tangible rewards or non-tangible rewards, skill based pay or job based pay and rigid benefits or flexible benefits

Cotterell (2013) examined the relationship between employee turnover reduction and extrinsic rewards of Groove Oy. The aim of this study was to discover applicable methods of reducing the employee turnover rate of Sales groove Oy through improving certain aspects of its human resource practices. The study objectives were to develop rewards, compensation and satisfaction strategy for the company that would help it identify and thereafter assist in retaining talented employees around which it can continuously build an efficient sales force which would ultimately lead to an increase in the organization's overall performance. A qualitative research method was chosen for this study because of the nature of the event being examined and the study use interview as a method of collecting data. The findings of this study revealed the reason for the high employee turnover rate is lack of extrinsic motivations like inequalities of salaries and identified methods that can be used to improve the extrinsic rewards, compensation and motivation efforts of Sales groove. The retention of critical talent to Sales groove Oy begins with good salaries and payment process.

Pratik (2012)'s study on the factors driving employee salaries sought to understand the relationships between salary, non-monetary factors and job satisfaction in the labor market. It applied lessons from both economic theory and sociological research as it contextualizes and studies these different aspects of the labor market. In a regression comparing salary and non-monetary factors, only two out of 16 dummy variables were statistically significant. Both were positive work conditions, but Benefits (Positive) decreased salary and Long Hours (Positive) increased salary. In a regression comparing salary and job satisfaction, no statistical significance was found despite sociological research connecting the two aspects of work. Issues relating to limited sample size, subjective coding methodology, and the possibility of salary acting as an independent variable were discussed when explaining the lack of statistical significance. However, in line with the hypothesis and sociological research, six out of 16 dummy variables for non-monetary factors were found to be statistically significant with job satisfaction, with five of them at the 1% significance level. Opportunities for further research were identified in the use of personal employee information, the impact of management, and the distinct categories of happiness.

2.2.2 Bonuses and Employee Satisfaction

Helena (2013) examined the impact of performance related pay on employees using a case study of the performance incentive bonus scheme at the Motor Vehicle Accident Fund in Namibia. The objectives of the study were to survey the impact of the current MVA Fund Performance Incentive bonus Scheme on employee motivation, employee performance and organizational performance. The research used survey based data for the case study of PIBS in the MVA Fund. Sixty one respondents took part in the survey. The sample comprised 3 executives and 58 employees. The research instrument was the questionnaire. The result of the study revealed that the effect of performance-related pay on employee performance is very high and the satisfaction effect of merit pay is often supported by Performance Incentive bonus Scheme.

Edward (2013) investigated the role of employee bonus on job performance. The objectives of the study were to determine whether bonus practices in Accra Brewery Limited benefit the employees, to establish the motivational programmes employed by Accra Brewery Limited to retain its employees and to ascertain if employee bonus has a relationship with job performance in Accra Brewery. This study looked at the bonus practices in Accra Brewery Limited (ABL) from the point of view of its employees and what role bonus plays in their job performance. A sample population of thirty employees comprising of senior and junior level staff in the various departments was used. Eight out of the thirty employees representing 26.67% were satisfied with the retention practices of ABL. The study confirmed that lack of bonus, work-life balance, lack of rewards and recognition and salary and remuneration were more common reasons for departure among all employees. The findings were that feedback on employee performance is vital to building confidence in the bonus practices of the Brewery. In addition, employee value proposition as enshrined in the vision statement of the Brewery must be upheld while management should be flexible in terms of bonus strategies.

Garlick (2009) carried out an online study of 1,913 full-time employees and asked the respondents to rank in order of preference performance incentives. These performance incentives included common extrinsic rewards such as cash bonuses, gift cards, award points, travel awards as well as intrinsic rewards such as having more freedom and autonomy at work, being able to choose interesting projects and being assigned to mentor other employees. Not surprisingly, cash bonuses were listed as the most preferred incentive by three-out-of-four people (74%) surveyed. The results showed that offering a cash bonus exclusively does not seem to make much of an impact on performance, despite the fact cash bonuses are nearly everyone's preferred reward. While cash bonuses are the most preferred reward for three-out-of-four, and among the top three rewards for nine-out-of-ten, those who only receive a cash bonus are just slightly more satisfied than those who get no reward at all. Furthermore, offering exclusively cash bonuses only seems to have very little impact on company performance, either in terms of increased customer service or in increased profitability.

Axelsson and Bokedal (2009) studied the rewards motivating different generations at Volvo Car Corporation. The study was based on a case study of Volvo Car Corporation in Göteborg. Empirical data was based on

twenty interviews with managers at the company. Major findings showed that challenging work and non-monetary rewards satisfy managers, bonuses and shares do not motivate.

2.2.3 Commissions and Employee Satisfaction

Cynthia and Frank (2011) conducted a study on commissions as a satisfaction tool for employee productivity. The aim of this research was to ascertain whether commissions satisfy employees, identify what kinds of commission employees consider most beneficial and finally discuss some dilemmas and difficulties managers face in applying motivation theory to workplace setting. In this research, the perceptions of commission as satisfaction and the dilemmas managers face in motivating their employees were explored through an analysis of twenty interviewees' in various positions and organizations in the Accra and Tema municipalities of the Greater Accra region of Ghana. The respondents were all employees who also had oversight responsibilities as managers or supervisors of between five to ten people. The findings suggested that while the use of commissions was vital in satisfying employees, there was the need for management and employers to have a clear understanding of the human nature and what actually satisfy employees. Finally, the findings of the study revealed that enhanced satisfaction of the employee can be attained when managers do their best to design the work benefits so they become satisfy in themselves while at the same time eliminate dissatisfaction factors at the work place.

Thomas (2012) examined the effects of satisfaction packages on employee performance. The study sought to assess the satisfaction packages available at Ghana Commercial Bank and how that affects employee performance towards the Bank's corporate objectives. The study revealed that management can make use of different strategies and policies to satisfy employees in the banking environment. The research also revealed that the core duty of the bank is normally carried out by clericals who are more than the supervisors and as such satisfaction packages should be geared towards the clerical workers to ensure that they delight the customers. The findings of the study revealed that if management withdrew satisfaction packages like commission, bonus and fringed benefits it will have serious repercussions on employees' performance. There was a positive relation between employee performance and corporate performance since employees were able to achieve the bank's performance indicators in terms of deposits, loan recovery, profitability and also ensuring the liquidity of the banks.

Ahmed and Ali (2008) carried out a research on the impact of reward and commission programs on employee motivation and satisfaction. The researchers used exploratory research design and a sample of 80 employees of Unilever companies. Using the questionnaire the study found out that there exist a positive relationship between rewards and work satisfaction as well as motivation. The researchers recommended that further studies can be done on impact of reward and recognition on motivation and satisfaction for diverse groups of people such as race and disability.

2.2.4 Working condition and Employee Satisfaction

Duberg and Mollen (2010) undertook a study on extrinsic reward. The researchers aimed at extending the knowledge of reward systems in health and geriatric care and know how these systems are designed and what their effects on quality of health and geriatric care are. The methodology took a qualitative approach and interviewed a sample of six leaders in both private and public organizations. Two of the leaders worked in geriatric care and four in health care. The theoretical framework was based on scientific literature about motivation and reward systems. Also literature specifically about wage conditions in the health care sector and the public sector was used. Findings showed that working condition is an important aspect in the reward system; however other incentives like bonuses and shares were seen to generate an enjoyable work place and happy workers than motivate employees to be more efficient. Results showed that conditions for working with reward systems in the public sector are limited due to the lack of resources and complex large organization structures with old traditions.

Nahum (2015) examined the influence of work environment on bank employees' satisfaction of commercial banks at Machakos town in Kenya. The study sought to understand the influence of work environment on bank employees' satisfaction. The main objective of this study was to assess the influence of work environment on employee satisfaction and performance in 8 commercial banks operating in Machakos town. The research concentrated on four main independent variables in the work environment which mainly influence the satisfaction of bank employees namely; work place design, work force diversity, rewards and benefits and health and safety measures. The target population was 288 which comprise all levels of employees working with the eight banks in Machakos town. The study findings indicated that having a good policy on health and safety in an organization greatly influences the level of employee satisfaction. It was established that there is a positive relationship between the provision of rewards and other benefits to employees for their performance and the level of their productivity.

3. RESEARCH METHODOLOGY

3.1 Research Design

Research design is the plan and structure of investigation that used to obtain answers to research questions (Ogula, 1995). In this paper, Descriptive design was used to obtain information needed. Descriptive research design is preferred because it described the characteristics of the population, explains the current practices, conditions or needs and provides information for generating research questions. As per Mugenda and Mugenda (2013), descriptive research design helps research to explore existing status of two or more variable.

3.2 Population

According to Robson (2002), a population refers to an entire group of individuals, events and objects having a common observable characteristic. This definition ensures that the population of interest is homogeneous. The target population of the study comprised of 140 employees currently working in Somtel Company in Hargeisa town.

3.3 Sampling Frame

A sampling frame is the total list (population) from where the sample was selected (Mugenda and Mugenda, 2003). The sampling frame was selected from the Human Resource Manager of Salaama Bank in Hargeisa.

3.4 Sampling Technique and sample size

3.4.1 Sampling Technique

The researcher used stratified random sampling technique. The technique is preferred because it helps the researcher divide the sample into appropriate strata that are mutually exclusive. According to Coopers and Schindler (2000), stratified sampling increases statistical efficiency on a sample provides adequate data for analyzing the various sub-populations and enables different research methods and procedures to be used in different strata.

3.4.2 Sample Size

Denscombe (1998) posits that, the sample must be carefully selected to be representative of the population and the researcher also needs to ensure that the subdivisions entailed in the analysis are accurately catered for. According to Krejcie and Morgan's (1970), at least 30% of the accessible population is enough for a study. The sample size therefore included 56 staffs as shall be shown in table 3.1.

3.5 Data Collection

According to Chandran (2004), data collection involves operationalizing the research design into instruments of data collection with a view of collecting data in order to meet the research objectives. The researcher used structured questionnaires to collect data. Structured or close ended questionnaires are those that have definite, concrete and predetermined questions and are accompanied by a list of possible alternatives from which respondents select the answers that best describe the situation. Structured questionnaires were used in the study because they reduce the amount of thinking that a respondent needs to undertake to complete the task which leads to higher response and more accurate data as well as considering the kind of work done by the respondents (Hulin, 1969).

3.6 Piloting of the study

The research instruments in this study were carefully constructed to ensure their reliability and validity in the attainment of the objectives of the study. Five respondents were picked at random for pilot testing of the instruments to determine their viability before running the entire data collection exercise. Main objective of pilot testing is to ascertain the accuracy and validity of the instruments before they are used in the actual study (Mugenda and Mugenda, 1999).

3.7 Testing for validity and reliability

3.7.1 Validity of Instruments

The accuracy of data collected largely depended on the data collection instruments in terms of validity. Validity as noted by Robinson (2002) is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Validity was ascertained by having all the objective questions included in the questionnaire.

3.7.2 Reliability of Instruments

According to Borg and Gall (1986), reliability is the level of internal consistency or stability of measuring device overtime. In order to test reliability of the instruments, internal consistence was applied using Cronbach's alpha which is popularized by Cronbach (1954). The value ranges between 0-1 with reliability increasing with increase in value. Coefficient of values 0.7 and above will be considered as ideal (Mugenda, 2008)

3.8 Ethical consideration

The researcher sought permission letter from the university as permission to collect data from the company. The researcher ensured confidentiality on the part of respondent so that sensitive information is not revealed to the public but for research purpose only.

3.9 Data Analysis and Presentation

Quantitative data was analyzed through statistical techniques and was generated using statistical package for social sciences (SPSS). Orodho (2004) defines data analysis as a process of systematically searching and arranging interview transcript, field notes, data and other materials obtained from the field with the aim of increasing your understanding of them and enabling you to present them to others.

Mugenda (1999) summarizes it as the process of bringing order, structure and meaning to the mass of information collected. After the fieldwork before analysis, all the questionnaires were adequately checked for data verification. The data was tabulated and classified accordingly in line with the objectives of the study (Kombo and Tromp, 2006). The coded, tabulated and classified data was subjected to both quantitative and qualitative analysis. Quantitative data analysis is helpful in data evaluation because it provides quantifiable and easy to understand the result. Quantitative data can be analyzed in a variety of different ways, which can help the researcher to meet his set objectives with much ease (Kombo, and Tromp, 2006). Qualitative data obtained through closed-ended questions was analyzed by aid of SPSS and was presented by tables and charts.

Table 3.1: Stratified Sampling

STRATA	POPULATION	SAMPLE
Sales	30	10
Human resource	20	7
Admin and Finance	15	5
Marketing	25	9
Technical	60	25
TOTAL	140	56

4. FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study. It consists of the study findings which are illustrated by aid of tables and charts. Within the findings, the results and their discussion are then explained.

4.2 Background Information

This section explains the response rates, occupation of the respondents, gender, and duration of working in the company, age and highest level of education attained.

4.2.1 Response Rate

The response rate was 100%. All the 56 respondents who formed the sample size returned their questionnaire. The response rate is as shown in the table 4.1.

Table 4.1: Response Rate

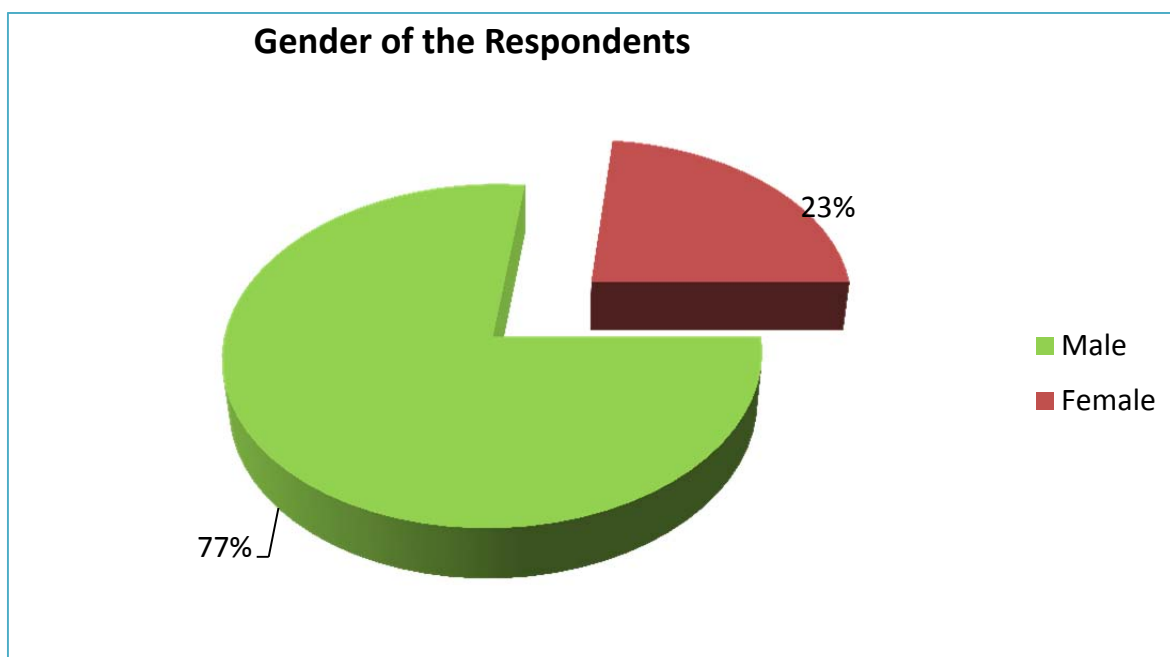
	Population	Sample size	Response rate in figure	response rate in percentage
Male	108	43	43	77%
Female	32	13	13	23%
	140	56	56	100%

4.2.2 Occupation of Respondents

On the occupation of respondents the table 4.2 was established. It was noted that the majority of the respondents were staff from the lower level of management as 62% of the respondents comprised of both the technical and the sales representatives, 21% were departmental supervisors, 17% were from the management. This is typical of a large corporation which has a majority of employees being in the first line level of management followed by few in the middle management and fewer in the top management. The above information implies that respondents were distributed into different department and their opinion represent all departments of the somtel company.

Table 4.2: Occupation of Respondents

Occupation of the respondents	Frequency	Percentage
Management	9	17
Technical	17	30
Departmental supervisor	12	21
Sales Representative	18	32
Total	30	100.0

**Figure 4.1 Gender of respondents**

4.2.3 Gender of Respondents

According to the gender of respondent, this study establish that male respondents were more than female coantepats. This is shown in the figure 4.1. The findings show that the Somtal company has employed both male and female employees though the problem of gender equality still exists. This is shown at the response rate and the fact that the distribution of questionnaire was done with all employee having equal chance of being included in the sample, 23% were female which more than half were males i.e 77% of the respondents. The above statistics reveal that the research was not biased to only 1 gender.

4.2.4 Age of Respondents.

Based on table 4.3 on the age of respondents, it is seen that majority of the respondents who work with Somtel are within the age group of 26-30 years followed by those in the age group of 20-25 years which was 30.4 %. Those in the age group of 31-35 years were 10.7 % and lastly those above the age of 36 were only 8.9 %. The information on the majority of respondents being young i.e. between the ages of 26 and 30 years means a more energetic workforce for the company and hence greater productivity and for longer periods since it's believed these employees will continue working within the company ever in the near future.

Table 4.3: Age of Respondents

Age of the Respondents	Frequency	Percentage
20-25	17	30.4
26-30	28	50
31-35	6	10.7
36+	5	8.9
Total	56	100.0

4.2.5 Level of Education

Based table 4.4, many respondents were bachelor degree holders. A negligible number of only 5.4% were form 4 drop outs and this was attained to the subordinate staff. The information shown that all employees were qualified to move the company to another level as far as performance is concerned. Also, most importantly, the information reveals that the respondents were qualified to answer the study questions

Table 4.4 Level of Education

Level of Education	Frequency	Percentage
Secondary	3	5.4
Diploma	6	10.7
Degree	37	66.1
Masters	10	17.9
Total	56	100.0

Table 4.5 Duration of Stay in the Company

Duration in the Company	Frequency	Percentage
Less than 2 years	21	37
3-5	24	43
6-8	6	11
9+	5	9
Total	56	100.0

4.2.6 Duration of Stay in the Company

Many employees who formed the respondents of this study had stayed in the company for between 3 and 5 years only 9% of employees had stayed in the company for more than 8 years. This information shows that the level of staff turnover in the company was high since many employees have not stayed for long working in the somtel company. This may relate to lack of motivation results to a high staff turnover. This tendency is costly to the company more so when employees are trained and they leave to work with other company.

4.3 Salaries and Employee Satisfaction

4.3.1 Work load and Salaries

Employees of Somtel were asked whether salaries pay its workers according to work done and below were the responses as shown in table 4.6. From the above table 4.6, 47 % of the respondents in total disagree with the statement while only 23% of them agree with the statement and 30 % are not sure. Going with the majority, the company does not have a performance related pay scheme to motivate its employees. It's important that management should consider paying its workers according to work done for better results; this will satisfy employees to work harder in order to earn more

Table 4.6 Work load & Salaries

Work load & Salaries	Frequency	Percentage
Strongly Agree	3	10
Agree	4	13
Neutral	9	30
Disagree	9	30
Strongly Disagree	5	17
Total	56	100.0

4.3.2 Inadequate Salaries and Work dissatisfaction

On the relationship between inadequate salaries and work dissatisfaction, the table 4.7 below was established. Considering employee without adequate salaries results dissatisfaction of work, 84% of the respondents in total agree to the statement while only 11 % disagree and 5 are not sure. These findings are in agreement with the earlier revelations made by Kathleen (2004) that in order to improve one's satisfaction he/she needs to be compensated. Management should maintain this practice of satisfying its employees and even research for more new motivation tools.

Table 4.7: Inadequate Salaries and Work Dissatisfaction

Work dissatisfaction	Frequency	Percentage
Strongly Agree	22	39
Agree	25	45
Neutral	3	5
Strongly Disagree	6	11
Total	56	100.0

Table 4.8: Competitive Pay Package and Staff Performance

Competitive Pay Package	Frequency	Percentage
Strongly Agree	42	75
Agree	12	21
Neutral	2	4
Total	56	100.0

Table 4.9 Fair Payment System

Fair Payment System	Frequency	Percentage
Strongly Agree	17	30
Agree	17	30
Neutral	11	20
Disagree	6	10.7
Strongly Disagree	5	9.3
Total	56	100.0

Table 4.10: Employee Fringe Benefits

Employee Fringe Benefits	Frequency	Percentage
Strongly Agree	17	30
Agree	13	23
Neutral	6	10.7
Disagree	11	20
Strongly Disagree	9	16.3
Total	56	100.0

4.3.3 Competitive Pay Package and Staff Performance

In order to understand the perception of employees towards competitive pay package and staff performance employee was mention their opinion and the following information was obtained as shown in table 4.8: According to the results presented in the table, 75% of the respondents strongly agreed and 21% agreed that a competitive pay package motivate them to perform better in their roles. However, 4% of the respondents neither agreed nor disagreed to this so this means that competitive pay package motivate the employee to perform better in the job

4.3.4 Fair Payment System

Regarding the statement of equal payment system satisfies the employee to remain with the company that they working for, the table 4.9 was established. Based on the above table shows that 60% of the respondents in total agree that depending on someone's efforts and experience, the company relatively pays its employees equally while 20 % disagree and 20 % are not sure. This means the somtel pay its employees equally in order to satisfy them. This is a practice that management should continue to uphold because the employees feel that they are cherished at the work place

4.3.5 Employee Fringe benefits

On the issue of employee fringe benefits, employee were asjed whether Somtel provides fringe benefits to all the employees and the following was results were obtained as shown in table 4.10.

According to the above table shows that 53% of the respondents in total agree that the council provides fringe benefits against the 36.3%who disagree and 10.7 % are not sure. This means that the council is in agreement with the earlier revelation by Doellgast (2006) that provision of fringe benefits is one of the tools that can be used to satisfy employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees.

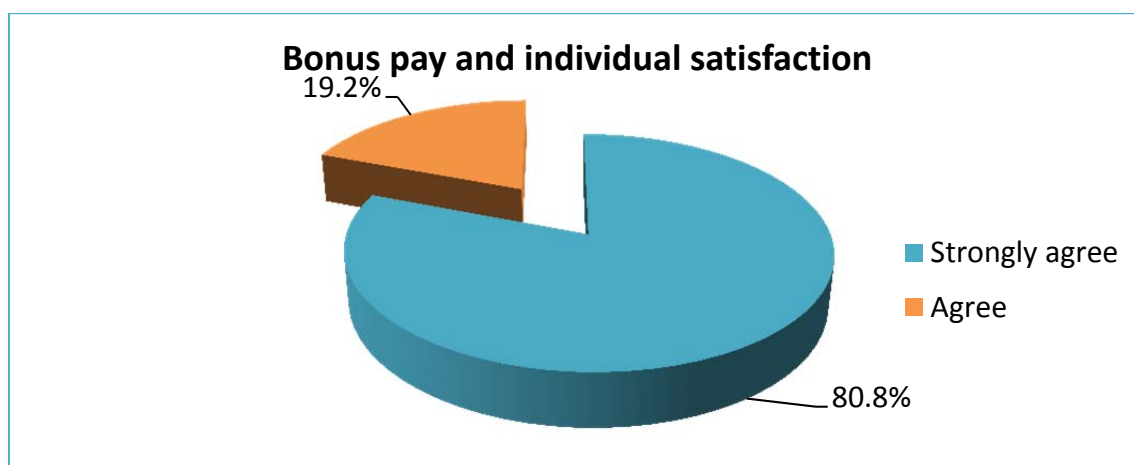


Figure 4.2 bonus pay and individual satisfaction

Table 4.11: Bonus Payment and Employee Morale

Bonus Payment	Frequency	Percentage
Strongly Agree	17	30
Agree	15	27
Neutral	15	27
Disagree	6	10
Strongly Disagree	3	6
Total	56	100.0

4.4 Bonus and Employee Satisfaction

4.4.1 Bonus Pay and Individual Satisfaction

The below figure demonstrated the matter of bonus pay is objectively pegged on individual satisfaction thus it is encourages them to be more productive. Figure 4.2 demonstrates this. Findings reveal that 80.8% of the respondents strongly agreed and 19.2% agreed that with the bonus pay objectively pegged on individual performance, it encourages employees to be more productive. This reveals that there is a positive relationship between the bonus pay to employees and their performance. Employees work hard to be productive so as to achieve job promotions in their organizations

4.4.2 Bonus Payment and Employee Morale

Table 4.11 below illustrates the study findings on the relationship between bonus payment and employee morale.

The above table shows that 57% of the respondents in total agree with the statement that bonus improves employee morale while only 16% of the respondents disagree with the statement. 27 % were not sure. Above statistics is an indication that the company uses bonuses to motivate its employees. Management should consistently revise its bonus payment practice in order to maintain the present employee satisfaction.

4.4.3 Bonus for Excellent Work Performance

Concerning the issue of bonus as being awarded for excellent work performance, the following figure results were obtained. The finding shows that 44 % of the respondent strongly agree, 38 % agree and 18 % not sure that bonus for excellent work performance satisfy the employee and increase the production , human being also need to praise their activities and give them bonus when they did good job than they will satisfy their work and produce more.

4.4.4 Organizational Team Bonus and Group Bonus

Results on whether Somtel Company uses team bonus or group bonus, the study findings were as shown in table 4.12. According to table 4.12, 75 % strongly disagree, 21 % of the respondent agree while only 4 % of the respondents were answer that they are not sure so this reflects that Somtel company does not use team bonus and group bonus . The management of the company should establish this bonus because they increase performance of the employees

4.4.5 Organizational Incentives and Bonus Plan

Findings on the relationship between organizational incentives and bonus plan are shown in figure 4.4 that indicates that 46% of the respondent strongly agreed that the company uses organizational incentives and bonus plan while 25% agree with this statement while 17% of the respondents not sure but 11% of the respondents totally disagree that the company does not always try to enhance the satisfaction of the employee through incentive and bonus plan

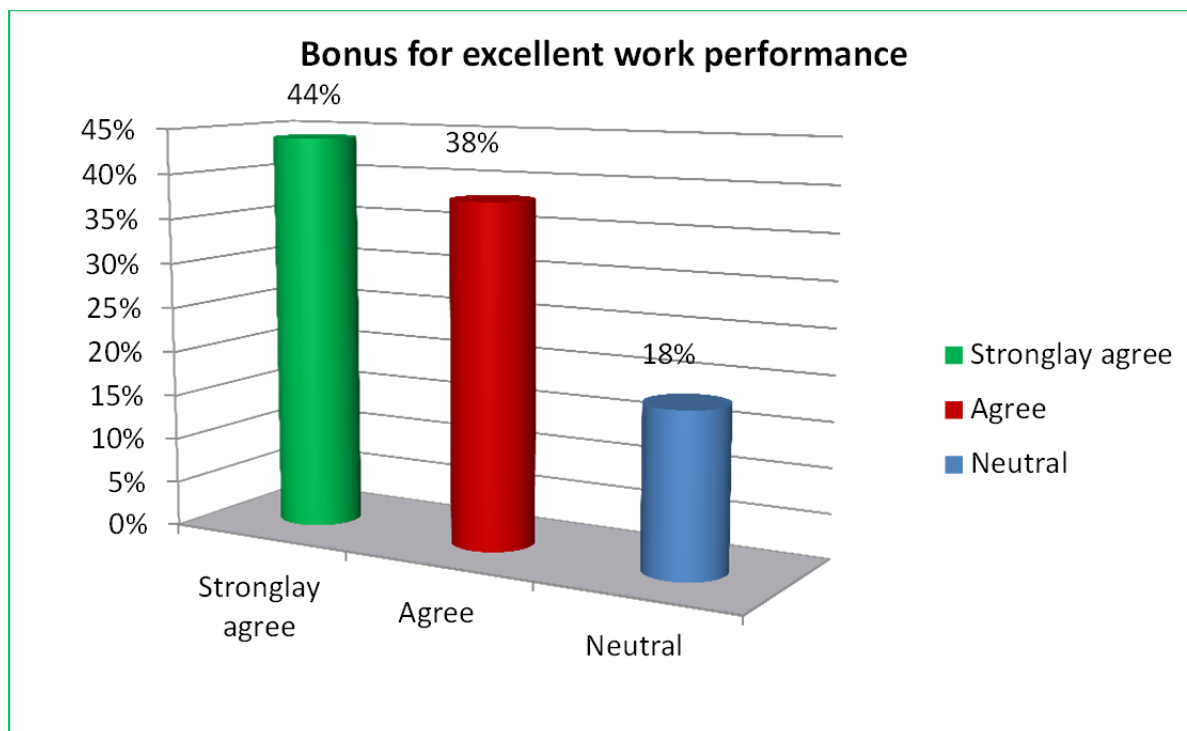


Figure 4.3 Bonus for excellent work performance

Table 4.12: Organizational Team Bonus and Group Bonus

Team Bonus and Group Bonus	Frequency	Percentage
Strongly Agree	42	75
Agree	12	21
Neutral	2	4
Total	56	100.0

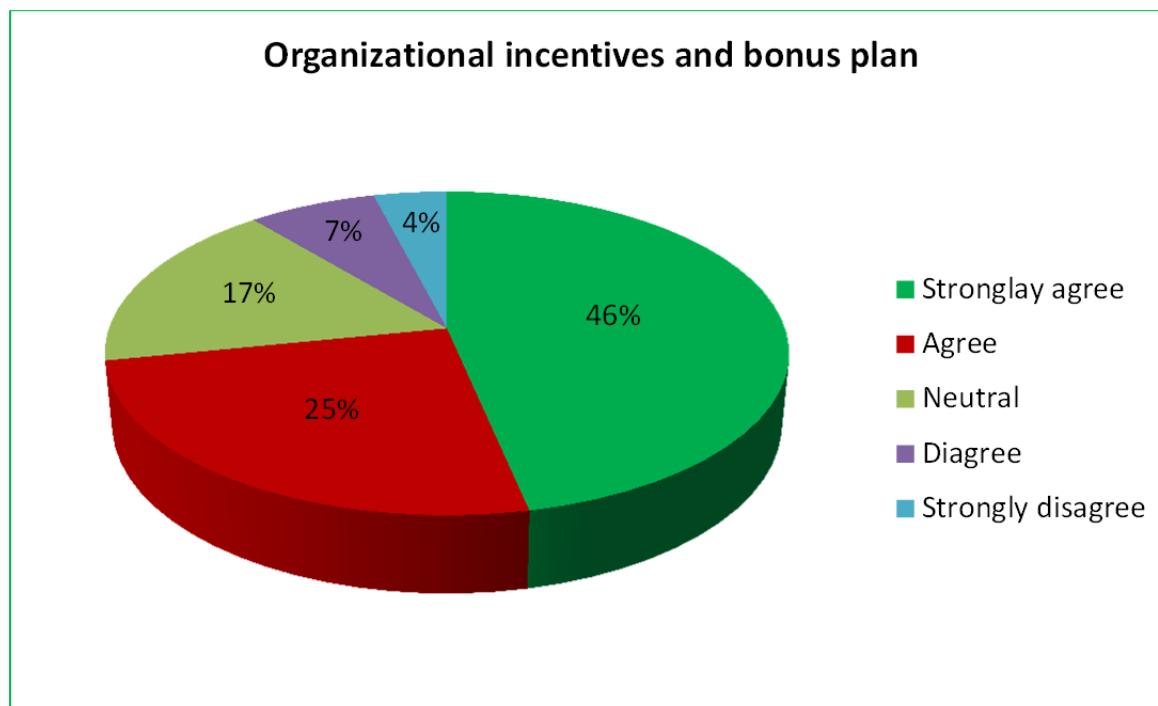


Figure 4.4 Organizational incentives and bonus plan

4.5 Commission and Employee Satisfaction

4.5.1 Opportunity to Commissions

Respondents were asked to indicate whether employees are given an opportunity to earn commissions to improve their satisfaction and the following information was obtained. Table 4.13 illustrates the findings that reveal that 48.2% strongly agreed that employees are given opportunity to earn commissions to improve their satisfaction, 28.6% respondents agreed 12.5% were neutral while 10.7% strongly disagree. Above statistics indicate that commissions motivate employee to work more effectively.

4.5.2 Fair Commissions of Work According Ones Skills

Respondents were asked to indicate whether special commissions of work according one skills and capabilities affect employee satisfaction and the following information was obtained. Table 4.14's findings reveal that majority of the respondent (75%) believed that special commission of work according to ones skills and capabilities affect employee satisfaction while the 14.3% of the respondent were not sure, but 10.7% disagreed. It shown that commissions are given as per one's skills in Somtel Company

4.5.3 Ordinary Commission and Employee Satisfaction

On the relationship between ordinary commissions and employee satisfaction, table 4.15 between was obtained whose findings show that majority of respondents agreed that ordinary commissions can greatly improve on the level of the employee while only 10 % in total disagreed 18% were not sure. Going with the majority, it can be concluded that the employees believe that commissions can help them to improve on the level of their satisfaction.

Table 4.13: Opportunity to Commissions

Opportunity to Commissions	Frequency	Percentage
Strongly Agree	27	48.2
Agree	16	28.6
Neutral	7	12.5
Strongly Disagree	6	10.7
Total	56	100.0

Source: Researcher (2015)

Table 4.14: Fair Commissions of Work According Ones Skills

Fair Commissions of Work	Frequency	Percentage
Strongly Agree	30	53.6
Agree	12	21.4
Neutral	8	14.3
Strongly Disagree	6	10.7
Total	56	100.0

Table 4.15: Ordinary Commission and Employee Satisfaction

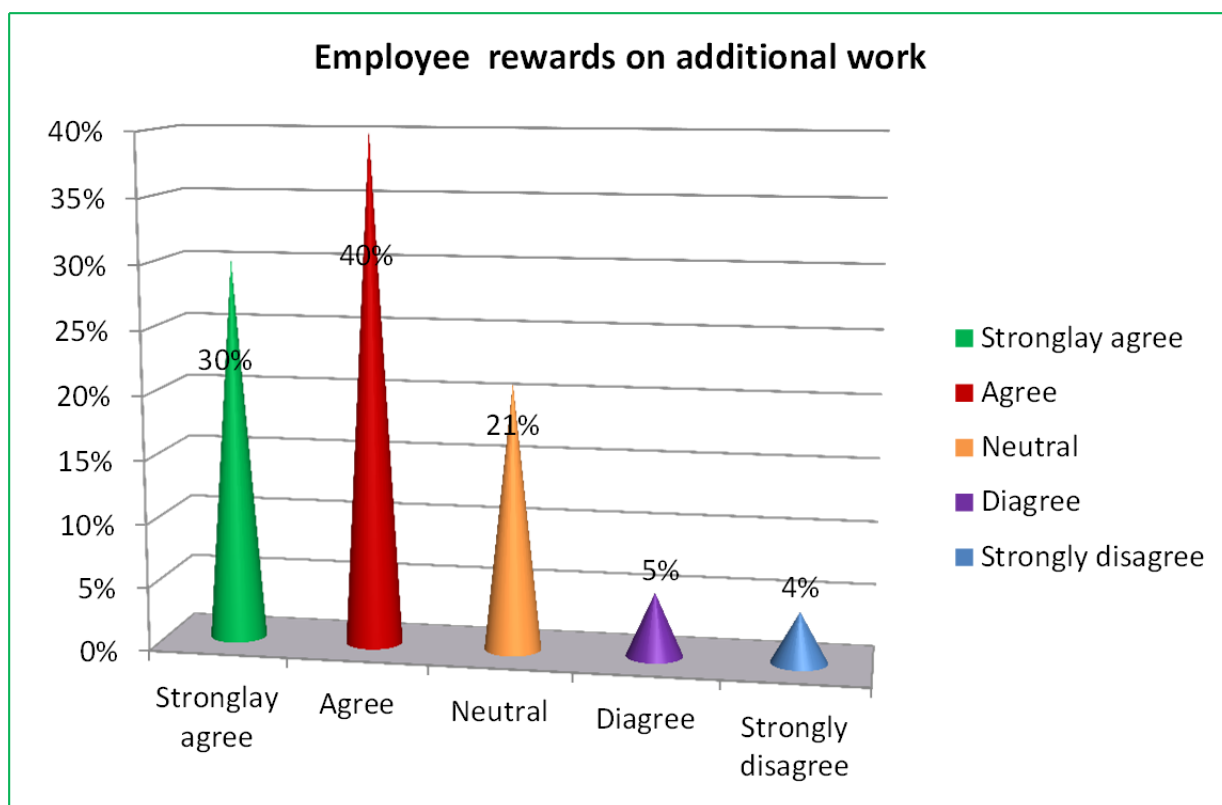
Ordinary Commission	Frequency	Percentage
Strongly Agree	25	45
Agree	15	27
Neutral	10	18
Disagree	4	7
Strongly Disagree	2	3
Total	56	100.0

4.5.4 Satisfaction with Compensation Methods

Concerning the issue of compensation employee were asked that they are satisfied with the methods of their compensation like commissions or bonus. The table 4.16 illustrates the findings clearly showing that 20 % of the respondents in total agree to be satisfied with the methods of compensation, 50 % disagreed while 30 % were not sure. This means that the methods of compensation are not well designed according to the employee they feel that there is injustice in the human resource department

Table 4.16: Satisfaction with Compensation Methods

Compensation Methods	Frequency	Percentage
Strongly Agree	9	17
Agree	2	3
Neutral	17	30
Disagree	11	20
Strongly Disagree	17	30
Total	56	100.0

**Figure 4.5 Employee are rewarded on additional work**

4.5.5 Employee Rewards per Additional Work

Figure 4.5 shows the findings of the employee rewards per additional work. It was noted that 70% of the respondents in total agree that employee are received rewards on additional work , 21 % were not sure while only 9 % disagreed with the statement. This means that the company uses rewards on extra efforts, time and works that employee practice in the workplace.

4.6 Working Conditions and employee satisfaction

4.6.1 Effect of working condition on satisfaction

To comprehend the effect of working condition on satisfaction of employees, the table 4.17 was obtained. From the findings, 83% of the respondents in total agree that working conditions have positive and strong effect on the satisfaction of the individuals while only 10 % in total disagree and 7 % are not sure. Going with the majority, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their satisfaction.

4.6.2 Workspace Allocation and Performance

On the basis of workspace allocation and performance, the table 4.18 was obtained. The findings Reveal that majority respondents (85.6%) agreed that workspace allocated to the departments impacts on the overall performance of employees while only 3.6% of the respondent disagree. 10.7% were not sure whether there was any relationship between workspace allocation and performance

Table 4.17: Effect of Working Condition on Satisfaction

Working Condition on Satisfaction	Frequency	Percentage
Strongly Agree	30	50
Agree	19	33
Neutral	4	7
Disagree	2	3
Strongly Disagree	2	3
Total	56	100.0

Table 4.18: Workspace Allocation and performance

Workspace Allocation	Frequency	Percentage
Strongly Agree	25	44.6
Agree	23	41
Neutral	6	10.7
Disagree	2	3.6
Total	56	100.0

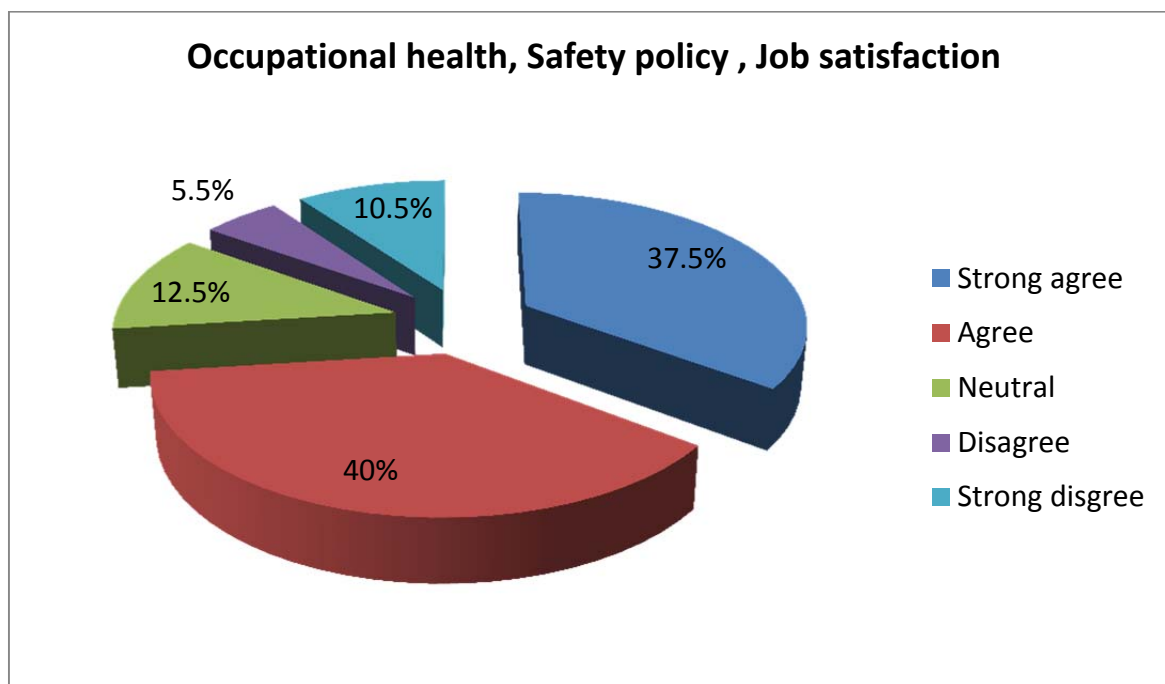


Figure 4.6 Employee are rewarded on additional work

Table 4.19: Good Working Condition and Employee Satisfaction

Good Working Condition	Frequency	Percentage
Strongly Agree	24	43
Agree	22	39
Neutral	6	11
Disagree	4	7
Total	56	100.0

4.6.3 Occupational health, Safety policy, job satisfaction

Figure 4.6 was established in a bid to determine whether occupational health and safety policy in the organization has positive impact on the job satisfaction and the following information was obtained. Findings show that 46% of the respondent strongly agree that the company uses organizational incentives and bonus plan, 25% have no doubt with this statement, 15% of the respondents were not sure while 11% of the respondents totally disagreed that the company does not always try to enhance the satisfaction of the employee through incentive and bonus plan.

4.6.4 Good Working Condition and Employee Satisfaction

On the question whether good working condition can take part to enhance the employee satisfaction the table 4.19 was obtained. 82 % of the respondents in total agree that good working conditions can take part to enhance the employee satisfaction while only 11 % in total disagree and 7 % were not sure. Going with the majority, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their satisfaction in Somtel Company.

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

5.1.1 Salaries and Employee satisfaction

The study found out that the salaries pay it is employees is not equal to the work that they done in the company, because majority of the employee agree that the company does not have a performance related pay scheme to motivate the employee, the study also found if the employee did not get enough salary or adequate salary employee will feel dissatisfaction of work. These findings are in agreement with the Kathleen (2004) that in order to improve one's satisfaction he/she you should compensate probably.

Bernard and Stoner (2005) proposes the following are incentives for employees: salary, Wages and Conditions of Service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service

However, the study also found out that Somtel does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the company did not make pay performance of its employees. The study also found out that the company does not consider the needs of its employees or involve them in encouraging as a way of motivating them.

5.1.2 Bonus and Employee satisfaction

The study found out that bonus pay to the individual satisfaction can result to encourage the employee to be more productive because when respondents was asked this statement 80% of the respondents strongly agree this idea. The study also found that bonus payment participates in enhancement of the employee morale and performance. The study also found bonuses for excellent work performance satisfy the employees and increase the production, human being also need to praise their activities and give them bonus when they did good job so they will satisfy their work and produce more

Marmer (1999) Bonus payment as a usually payment made employees to be satisfy in addition to their base salary as part of their wages or Salary. While the base salary usually is a fixed amount per month, bonus payments more often than not vary depending on known criteria, such as the annual turnover, or the net number of additional customers acquired, or the current value of the stock of a public company. Thus bonus payments can act as incentives for managers attracting their attention and their personal interest towards what is seen as gainful for their companies' economic success.

Findings further revealed that a competitive pay package motivated employees to perform better in their roles. Also, given enough time and opportunity for personal development, employees will be motivated to perform better in their roles. With the bonus pay pegged on individual performance, it encourages employees to be more productive. This reveals that there is a positive relationship between the provision of bonus pay to employees due to their productivity and the employee performance.

5.2.3 Commission and Employee satisfaction

The study found out that employees generally agreed that they have opportunity to earn commissions the study also reveals that special commissions of work according ones skill and capabilities affect employee satisfaction. The study found out that ordinary commission and employee satisfaction have strong correlation, when the employee have ordinary commissions the satisfaction of employee increase, the respondents were asked that they are satisfied with the methods of compensation in the company majority of employee disagree , the study also found out that employee are rewarded whenever they did an extra efforts

5.2.4 Working condition and Employee satisfaction

The study found out that working conditions have a positive and strong effect on employee satisfaction because working condition is the environment that employee working, employee of Somtel agree this statement

according to their context , the study also found out that workspace allocation to the department impacts on the overall performance of the employee .

The study findings indicated that having a positive work environment affected employees positively which results to high performance of individuals. Open office system has a positive influence in the working for the company as this facilitates interactive working environment for consultative purposes. Free interaction among employees brings about cohesion and good working atmosphere because no department in the branch network works alone. This kind of system was seen to be working in all the company and managers believe that it's a better system that encourages satisfaction because no one can hide behind their closed doors.

Findings on health and safety policy and its influence on employee satisfaction indicated that occupational health and safety policy in an organization has a positive impact on employee job satisfaction. This therefore shows that with occupational health and safety policy, employees are motivated and are able to perform better in their roles. Employees feel secure when their employer takes caution to prevent occupational health hazards. These findings as well supported the argument of Amstrong (2006), that the achievement of the highest standards of health and safety in the workplace is important because the elimination or minimization of the hazards and the risks is a moral as well as legal responsibility of employers.

5.2 CONCLUSIONS

The researcher based on the research findings concludes that; there is a positive relationship between extrinsic rewards and employees satisfaction for their performance and the level of their productivity. Giving of rewards to the best performing employees motivates them to increase their satisfaction as well as encouraging the other employees to enter into a competitive performance for them to be rewarded too. Appreciation of the work done and provision of performance benefits affects employee satisfaction level thereby promoting their morale in their work.

From the findings the level of satisfaction an employee perceives by receiving a extrinsic reward is expected to influence the reward attractiveness in the same manner as a fixed pay salary does. This implies that an employee who prefers a fixed pay over a performance based pay, will also be more attracted to a tangible reward than to a non-tangible reward. yet, granting non tangible rewards to employees has also proven to be an important factor that influences employee satisfaction

5.3 RECOMMENDATIONS

5.4.1 Policy Recommendations

The company should consider the provision of fringe benefits, paying bonuses, commissions to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally

5.4.2 Recommendations for further research

The study recommends further research on intrinsic rewards and motivation, relationship between training and motivation as well as a comparative study on the relationship between financial and non-financial motivators with relation to organizational performance

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