Employee Motivation Strategies and Job Satisfactions Levels among Employees in Ther Sugar Industry in Kenya

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Abstract

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009). The relationship between motivation and performance is a universal concern and is often talked about but many organizations do not make concrete efforts to study it in detail. These organizations blindly apply the popular motivational theories without findings and instigators which would be the result of an intensive study on motivation. In today's hyper-competitive marketplace it is important to have an understanding of what fosters employee motivation and job satisfaction. This study examined motivation strategies and level of job satisfaction amongst employees of sugar factories in Kenya. Sugar industry employees were considered for the study given the significance of the industry to the economy of Kenya generally and to the economic well-being of the people of western Kenya in particular. The study employed a case study design where employee of Nzoia Sugar Company were sampled for purposes of data collection. The study was guided by Maslow's Theory, which is based on the concept of human needs and their satisfaction. The sample of the study comprised of 103 respondents being 28 managerial staff and 90 line employees. Data was collected by use of questionnaires, interview schedule and observation. Statistically quantitative data was analyzed using descriptive as well as inferential statistics. Study findings revealed a statistically significant relationship between employee motivation and job satisfaction. Findings of this study have provided vital and relevant information to stakeholders in manufacturing industries and in Kenya and beyond as to how motivation strategies can be harnessed to bring about employee job satisfaction. The study has also stretched the frontiers of knowledge on the relationship between employee motivation and resultant occupational attitudes.

Keywords: Motivation, Job Satisfaction, Sugar industry

1.1 INTRODUCTION

Business strategy associated with rewards and motivation towards job satisfaction has resilient effect on success of the organization (Devanna et al. 1984). The connections between rewards, motivation and job satisfaction of employees are strategically significant to the success of public and private organizations (Schuler and Jackson1996). Motivation is a factor that exercises a powerful force on our activities and exertion. According to Baron (1983), motivation is an accretion of diverse practices which effects and directs our behavior to accomplish certain particular goal. It is like a vigorous in the current environment that clearly produces and incorporates an optimistic influence on job. Motivation relay on a certain intrinsic and extrinsic features that are collaborated with positive results in abundantly devoted employees. Tangible incentives are functioning in growing performance for assignment that not completed earlier, to in spire as thinking smarter and support both quality and quantity to accomplish organizational goals (Board, 2007). Moreover, incentives and rewards factors are the most favoured factors for the employee motivation.

Brazil is one of the leading countries in sugar production since their cost of production is low. It has also conducive working conditions, favourable climate for the raw materials and motivated employees. As a result, the country can compete globally (Kresler H.W 2003). In Kenya, sugar companies are found in a few areas namely Western and Nyanza provinces. It also existed partly in the south coast though is not now in operation. Example of sugar companies in Kenya includes Mumias Sugar, Sony Sugar, Chemilil Sugar, and Nzoia Sugar, the researcher's preference case.

Nzoia Sugar Factory is a major employer in the whole of western Kenya. Over the last several years, the need for the care of the employees has increased thus the desire to expand their services; Nzoia Sugar factory has both competent and less competent employees. Inadequate motivation among some of the employees is evident in their failure to perform to expectations, dissatisfaction with their work, thus affecting performance of Nzoia Sugar factory. Inadequate commitment can be demonstrated in a case when there is a lot of work to be done in the factory, in that in most cases the casual laborers, and skilled laborers seem not motivated, more so when there is influx of off loading to be done, say by 9.00 p.m, the employees decide to ignore line managers saying they are so tired to work on.

The inability of top management to motivate employees within the factory is attributed to the use of traditional methods of selection and recruitment which include intellectual ability, experience, age and personal relationship as surrogate for competence. These methods of selection do not seem to take into consideration

personality traits necessary for work (Factory Report, 2004). This has resulted in demotivated, uncommitted employees with limited job satisfaction hence affecting performance of entire staff in the factory of Nzoia Sugar, (Factory Report, 2005).

The company is currently undergoing challenges in terms of over establishment and inadequate training specific to the sugar industry. Towards this end, a staff rationalization and manpower development programme is being drawn up. Outsourcing of non-core business services is also being planned. The company is working towards acquisition of an ISO certification. Other challenges being faced include inadequate capital and heavy taxation in the industry (Hatch 1997). A substantial amount of capital is tied up in stalled factory expansion equipment and procurement regulations which are still not in the vision 2030. Main challenges affecting cane growing and delivery include management, diminishing cane plot sizes, erratic weather patterns, poor road infrastructure, inadequate extension services and cane poaching.

1.2 STATEMENT OF THE PROBLEM

Many organizations in the world today report total failure in the sugar sector to reach the objectives. Ideally every organization whether large or small seeks to maximize profits, that will enable it run its daily operations in satisfying their employees (Hummer, 2003). Vision 2030 of the government of Kenya has one of it's millennium goals on development that Nzoia Sugar Company can tap. Irrespective of the fact that the government of Kenya is trying to encourage development in the sugar industries as part of their vision 2030, the challenges seem to be immense especially in sugar industries. Many studies have been done to find out ways through which employee motivation on job satisfaction can be used to enhance performance. Despite many organization strategies being put in place there is still many high job turn over and there is need to change these trends by adopting motivational strategies within the sugar companies. This prompted the researcher to study the effects of employee motivation strategies on job satisfaction at Nzoia Sugar Company in Bungoma County.

1.3 OBJECTIVES OF THE STUDY

The study was guided by the following specific objectives: -
i.   To establish monitory reward strategy influence on job satisfaction level of employees at Nzoia Sugar Company.
ii. To examine the employee management participation effect on job satisfactions levels at Nzoia Sugar Company.

1.4 HYPOTHESIS

The following hypotheses were formulated for testing:

$H0_1$: Monitory Reward Strategy does not have a statistically significant effect on job satisfaction level of employees

$H0_2$: Employee management participation does not have a statistically significant effect on job satisfactions levels

1.5 LITERATURE REVIEW

The study reviewed theoretical as well as empirical literature relating to motivation and job satisfaction.

1.5.1 MOTIVATIONAL STRATEGIES

As demonstrated earlier, inputs affect employees. People take the input and apply their knowledge, skills, and attitudes, which then results in various behaviours. However, if their capabilities are not sufficient enough, people may perform their tasks incorrectly. One needs appropriate skills for the job; otherwise there will be a decrease in motivation. For instance, repetitive movements and frequent bending, which is typical for assembly line employees, can slow down the work and lead to injury. When people are hurt on the job, efficiency is reduced, equipment downtime increases and it costs money for the company. Therefore, the job should be designed to fit the workers. If we take a look at laundry workers in particular, they should be trained in all areas of the facility and they should have job rotations throughout the shift in order to minimize injuries that occur from only one type of work. Employees need to have the right techniques for bending, reaching and lifting. It is also important to reduce the size and weight of items that are lifted and to install mechanical aids where appropriate (Katzenbach, 2000). Furthermore, equipment heights have to be adjustable for the worker. Also, when laundry is changed from washer to dryer, it is wise to have those two machines close to each other to facilitate reach, but staff has to be able to turn completely while working. An appropriate design of the laundry room is a u-shaped one, so that there are separate rooms for soiled linens, washing and drying. Also, laundry managers should come and watch staff work and take notes of movements such as bending and reaching and look out for signs of repetitive motion stress. Moreover, there should be no risk of diseases or allergies caused by the chemicals that from the industry. Both the internal environment (situation of workers) and the external environment (nature) need to be treated according to laws and regulations. Furthermore, employees have to be

aware of environmental issues.

Behaviour is measured in terms of specific actions or activities. Performance makes an organization successful and is measured in terms of outcomes that the organization desires and values. However, performance will depend on the actual behaviour. This section particularly looks at the concept of leadership and how the behaviour of the leader affects the behaviour of the group, their motivation, and the overall performance. Basically, good leadership depends on the task, the size of the group, the type of people, how long they have known each other, their relationship and group pressure. Leaders are important, particularly when it comes to factory workers. The reason is that the factory supervisor is a clear link between the highest and the lowest levels of the company, and his/her face to face communication with others can enable a sense of trust. One important feature of leadership is the so called management by walking around. It means that the boss of the organization comes down to the plant and visits the workers. People appreciate these encounters, especially if the boss knows their name. Also, one can organize lunches with the CEO, where a couple of workers are selected to socialize with the top dog and ask important questions Reis & Pena (2001).

Douglas McGregor published The Human Side of Enterprise in 1957 where he presented two theories, X and Y. Theory X says that work is unpleasant for the average person in today's society. People feel reluctant to work and try to avoid it as much as possible. It is therefore necessary to put pressure on them and threaten with punishments. This is the only way for business objectives to be met. If work was instead left to those who volunteered for it or even enjoyed it, then everything would come to a dead end. Moreover, people do not just want to avoid work but they also prefer to be led and guided, shunning responsibility and desiring security. If people expect strict regulation and clear responsibility, they will need a manager that gives orders and controls.

That is, X people need X managers. Organizations that have routine operations are suited for this type of tough leadership that motivates by fear, setting rules, giving orders and controlling employees. According to Theory Y, the situation is totally opposite. It puts its weight in believing that work is a physical and mental activity, because it is something that is considered to be normal and desirable for the average person. Work is a natural part of human life as is leisure or recreation. Being forced to work is therefore not only unnecessary, but can also hinder that the objectives are met. The reason is that if people feel committed to certain objectives, they will have self-control and self-discipline and do not need authoritative supervision in order to fulfill a task. Ultimately, it is important that work introduces a challenge when it is faced, and provides satisfaction when it has been performed. Y-employees will work on their own initiative and the Y-manager will be participating in the process by challenging and recognizing workers. This is connected to decentralization, understanding and motivation through kindness, which are considered more suitable for companies with non-routine operations Woodward (1995).

1.5.2 INCENTIVE AS A MOTIVATION STRATEGY

Incentives are short term, extrinsic stimulants and include payment for particular performance. Since incentives encourage performance regardless of the level of motivation, they cannot really motivate. If one lacks the fundamental motivation to work, incentives will have little effect. If there is too little challenge, too much routine, or a lack of development possibilities, they are not useful. One is simply trained to do a task and will get paid for it, regardless of how well the task is being executed. Nonetheless, when an activity is not interesting or intrinsically motivating, extrinsic motivation is necessary, because if motivation is in fact present, it is like a car, and incentives can be the fuel, the steering wheel or the brakes. The car cannot get far without its components Gagne & Deci, (2005).

The most common incentive is the financial one. There are two types of financial incentives. The exchange of the sacrifice that employees make is labelled compensation, while the exchange for additional work should be understood as reward by the employee. The reward should be viewed closely and distributed for that extra effort, achievement and result. When these rewards are monitored, it gives the employee expectations of improvements, relatively to his/hers existing situation. It is these expectations that constitute the motivating incentive for the additional effort. Another difference between compensation and reward is that compensations are always positive, since lack of performance does not result in lower wages. This is one argument to why money cannot motivate some people to work harder. Compensations are given based on contracted or implicit agreements. An earned reward on the other hand increases the worker's salary and it serves to sustain or increase the direct productivity of the available staff. The reward is not considered a punishment for the company because the company itself makes a profit from that work effort that created the reason for the reward, which otherwise would not have occurred (Persson, 1994).

In order for money to motivate, people need to be rewarded and encouraged in a proper way. Rewards that are controlling or that are imposed to persuade someone to work bring no value to the actual job. For instance, if the supervisor tells his workers that working extra hard will lead to a high bonus, only some employees might try that. But if the supervisor says that five worst performers will be fired, everyone will work. Still, those who fear losing their job might feel a lot of pressure to achieve results. So, the incentive is both a stick and a carrot McCausland, Pouliakas & Theodossiou, (2005). It is important to create a link between reward

and performance. For example, one has to state that if the objective of the company is profit X, a certain bonus percentage depends upon reaching X. Employees need to know and under-stand exactly what has to be done so that a bonus will be achieved (Holtz, 2004). This way, they will appreciate it. The firm can also give out rewards independent of specific tasks. Moreover, unexpected rewards are appreciated. In addition, one can extend the reward over many years to make the system enduring (Holtz, 2004).

A particular form of reward named target fulfillment wage can be used on groups as well as individual employees. It is based on an agreement that something has to be done within a specific time period. The incentive is then varied depending on the degree of the goals that have been achieved. If the response to the work done is appropriate, money can be a good motivator, since it will appeal both to the material and immaterial values of employees. Namely, money can be a type of feedback that concerns work, as well as a reward for ability and competence (Wiley, 1997).

1.5.3 LONG TERM MOTIVATION AND THE HUMAN PERFORMANCE SYSTEM

Companies usually face three types of motivation problems that impact on long-term performance:
* Problems with availability (recruitment) and participation (absence).
* Problems with work productivity, where there must be an acceptance that the employer is in charge, coordinating work tasks and work intensity, which affects employee's commitment and responsibility, and the ability to work with others.
* Problems with improvement, competency development, change and learning.

Now we take a look at more specific steps that can be taken to improve long term motivation, and thus performance of assembly line workers. We will investigate it from the point of view of the so called Human Performance System. The Human Performance System demonstrates that in order to be able to optimize performance, all the components in the system have to operate correctly. Organizational inputs, people, and their behaviour (triggered by motivation) lead to performance, consequences, and feedback, which loop back through the system to the organization and the people in it, in an ongoing circle. Furthermore, the components of this system exist within an environment that also has an impact on performance Fuller & Farrington, (1999).

1.5.4 FACTORS AFFECTING MOTIVATION STRATEGIES AND JOB SATISFACTION LEVEL

Various factors that affect employee job satisfaction have been identified. Gupta (1994) identifies the factors to include the job, management, social relations and personnel adjustment. Under the nature of the job, the parameters include the nature of the job itself, fellow workers, overtime regulations, physical environment, machines and tools, interest in work, opportunities for promotion, and advancement. Management includes reward and punishment, praise and blame, leave policy, favoritism, participation, and supervisory treatment. For there to be job satisfaction, wages should be fair, the job should be secure and with opportunities for progress. Supervision should be done by competent supervisors who should be dependable and fair minded so as build and maintain high morale. Such leadership is explained as being able to win the confidence of employees through sympathetic and friendly behaviour .It is explained that lines of authority and responsibility should be clear and communication system effective for there to be job satisfaction (Gupta, 1996). Interpersonal relationships at the place of work affect job satisfaction. The confidence that an employee has in fellow employees is important. Whenever a worker is confident that his co-workers are loyal to him and will provide advice whenever is necessary, then he will be satisfied in the job. Also, the confidence of an individual in the goals of a group, group cohesiveness and common goals tend to raise employee job satisfaction (Gupta, 1996).

Satisfied employees tend to be committed to an organization (Coopes-Hakim VisWesvoran, 2005 as quoted by Aamodt, 2010); employees who are satisfied and committed are more likely to attend work (Hackett, 1989 as quoted by Aamodt, 2007); arrive at work on time (Koslowsky, Sagie, Krausz singer, 1997 as cited by Aamodt 2010); perform well (Judge, Thoresen, Bono Patton, 2001 as cited by Aamodt, 2007) and engage in behaviours helpful to the organization (Lepine, Erez and Johnson, 2002 as cited by Aamodt) than are employees who are not satisfied or committed. Factors influencing employee job satisfaction include individual differences, (personal disposition), Employees satisfaction with other aspects of their lives, whether employees job expectations are being met, whether the employee is a good fit with the job and the organization, whether the tasks are enjoyable, whether employees enjoy working with supervisors and coworkers, if coworkers' are outwardly unhappy, whether rewards and resources are being given equitably, and if there are opportunities for growth and challenge in the job (Aamodt, 2010).

Most of the relevant research has tried to determine the factors which lead to satisfaction and dissatisfaction. Buitendach and De Witte (2005) differentiate between the dimensions of the factors which might affect job satisfaction by classifying them into two categories - extrinsic factors including promotion, co-workers, supervision and recognition, and intrinsic factors including personality, education, age and marital status. However, Dodd-McCue and Wright (1996) stated that the predictor variables of job satisfaction are most likely to overlap and that they lack the clarification of organisational and job characteristics are causal factors. Furnham (1992) pointed out that, according to the literature, job satisfaction factors are divided into three groups. These are 1) organisational characteristics focusing on issues such as reward, supervision, and decision-making

practices, 2) specific aspects of the job that include workload, autonomy, feedback and the physical working environment, and 3) individual characteristics concerning personal characteristics such as self-esteem and general life satisfaction. Within the educational context, Crossman and Harris (2006) classified the factors that might affect job satisfaction into three general categories. These are: 1) environmental factors such as the work itself and the environment, 2) psychological factors such as personality, behaviour, and attitudes, and 3) demographic factors such as gender. One of the most significant factors affecting job satisfaction, especially in the educational context, is the work itself, which is highly associated with the characteristics of the structure of the educational organization.

1.6 STUDY FINDINGS
Study findings are presented in this section.
1.6.1 RESPONSE RATE
The study targeted 118 respondents being 28 managerial officials of Nzoia Sugar Factory and 90 line officers from the same company. Out of the targeted sample, 22 managerial staff and 81 line officers participated in the study as respondents and returned their questionnaires making the total return rate 103 out of 118 respondents. This gave the study a response rate of 87.29%. According to Mugenda and Mugenda (2003), a response rate of 30% and above is adequate for generalization, a response rate of 50% is good for generalization while a response rate of 70% and above is excellent for generalization of findings from a sample onto the entire population from which the sample was drawn. With regard to this study, the response rate was excellent for purposes of generalization of findings.

1.6.2   DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS
In this section respondents' background information was sought. Focus was placed on marital status of respondents, gender, level of education and work experience. These factors were considered because they were thought of as having the potency to influence the relationship employee motivation strategies and job satisfactions levels in sugar companies. The relationship between these factors and how they influenced study variables was established using descriptive statistics and discussed below.
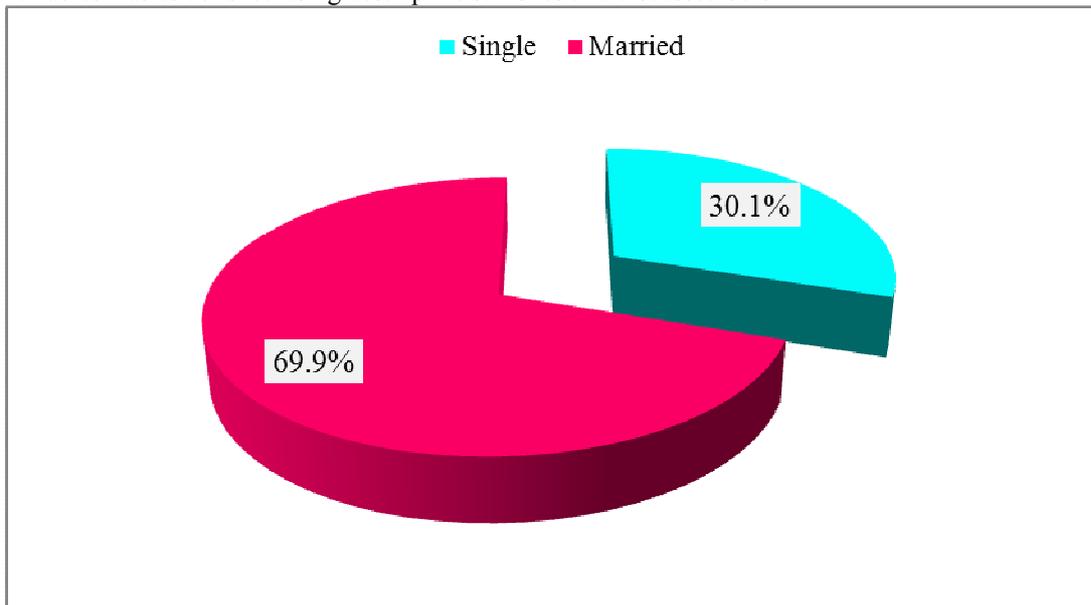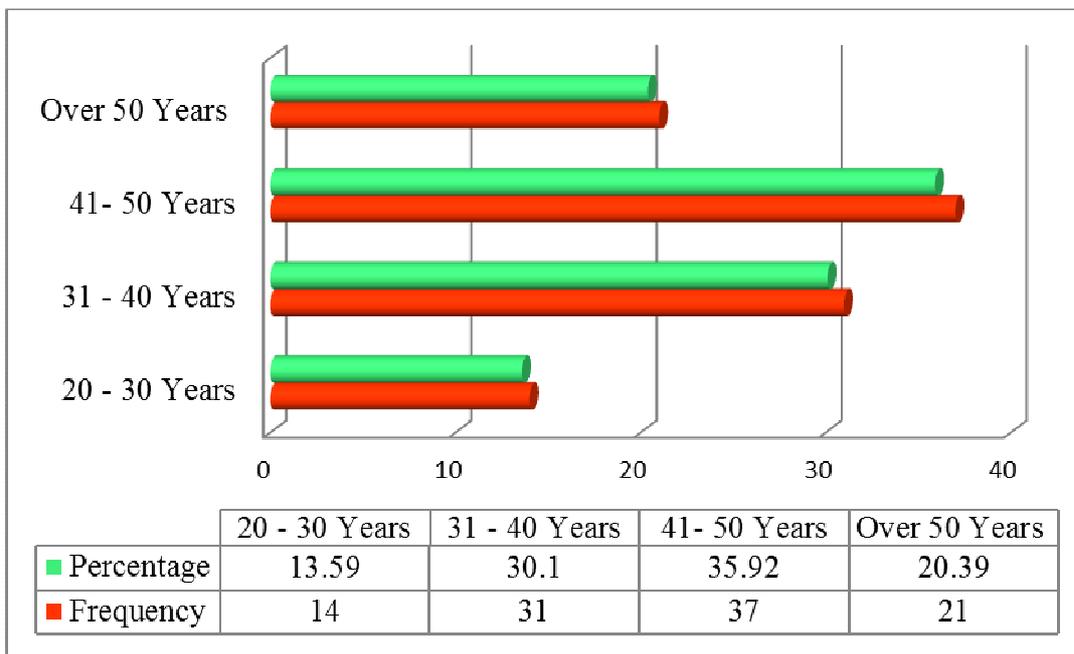

Figure 1: Marital Status of Respondents

Respondents were asked to indicate their marital status. Findings in figure 1 indicate that 69.9% of the respondents were married while 30.1% were single. This is a clear indication that Nzoia Sugar Company is composed of a mature and responsible workforce, most of who have settled down in life and keen on working hard and diligently to provide for their families. Studies have found that employees who are married are normally responsible individuals and would be more satisfied with their jobs as compared to those who are not married (Judge et. al. 2001).
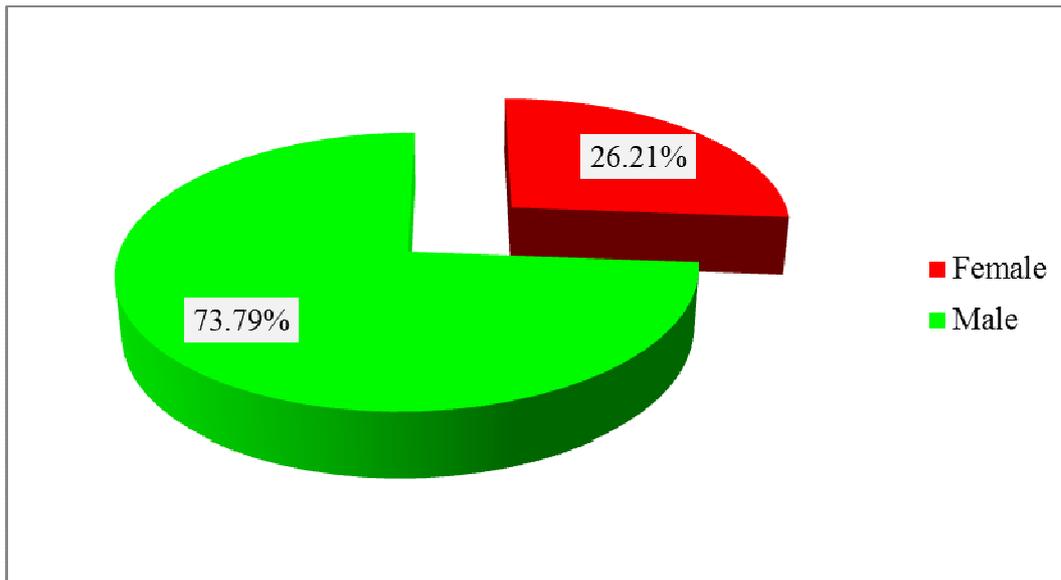
Figure 2: Gender of Respondents

Respondents were asked to indicate their gender. Findings in figure 2 show that 73.79% of respondents were male while 26.21% were female. This is an indication that the overwhelming majority of employees at Nzoia Sugar Company are male. This is perhaps because most of the work that goes on in such an industry is that which requires physical strength hence the presence of many male employees. This is in line with most study findings where industrial work is majorly undertaken by men due to their resilience and tremendous strength required to undertake it (Spector, 2003).

	20 - 30 Years	31 - 40 Years	41- 50 Years	Over 50 Years
Percentage	13.59	30.1	35.92	20.39
Frequency	14	31	37	21

Figure 3: Age Range of Respondents

Respondents in the study were requested to state their age categories and findings recorded in figure 3. Study findings with regard to age indicate that 35.92% of the study respondents were aged between 41 and 50 years while 30.1% were between 31 and 40 years. It was also established based on the study findings that 20.39% of the respondents were over the age of 50 while 13.59% of the respondents were aged between 20 and 30 years. This is an indication that the sugar industry in Kenya is composed of relatively mature employees who are capable of making sound decisions. Maturity comes with responsibility and the more responsible an employee is the more satisfied they are with their jobs (Judge et. al. 2001). Findings also show that a fairly large number of employees are approaching the mandatory retirement age of 60 years. Efforts have been put in place to ensure effective succession management since the study also found that there is a fairly good number of employees who are below the age of 30 years.
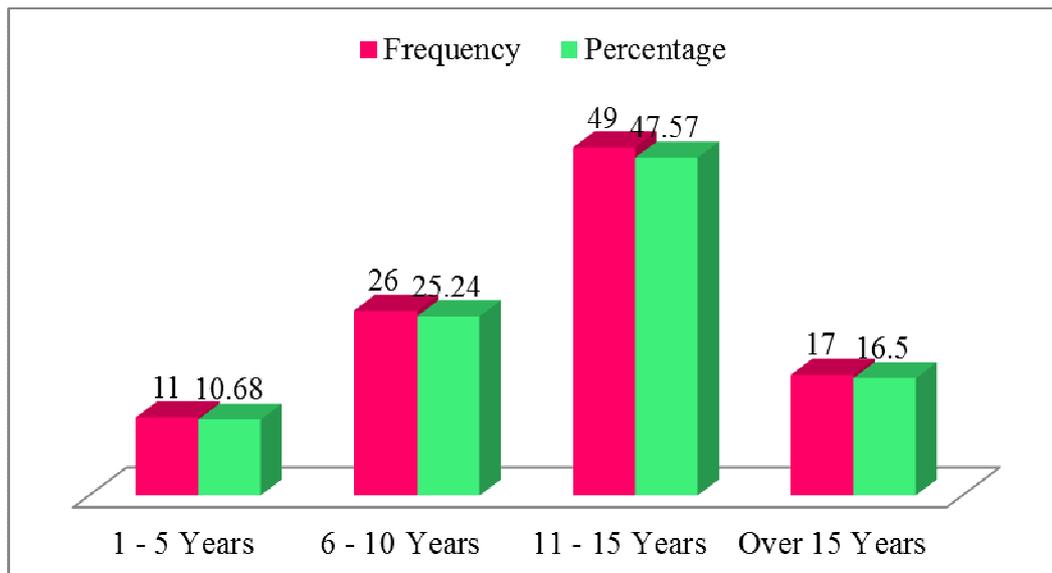
Figure 4: Work Experience of Respondents

The study also sought to investigate the work experience that the respondents had. Findings in figure 4.4 show that 47.57% of the respondents had work experience of 11 to 15 years while 25.24% had experience of 6 to 10 years. It was also established based on the study findings that 16.5% of the study respondents had experience of over 15 years while a further 10.68% had work experience ranging between 1 to 5 years. This is a clear indication that majority of the employees in the sugar industry are experienced individuals who understand their work well hence capable of aligning the company's output in the desired direction. Empirical findings have established that employees who perform well and achieve their work performance targets are more satisfied with their work (Crossman and Harris, 2006).

1.6.3   INFLUENCE OF MONITORY REWARD STRATEGY ON JOB SATISFACTION LEVEL OF EMPLOYEES

The first objective of the study sought to determine Influence of Monitory Reward Strategy on job satisfaction level of employees in Nzoia Sugar Company.

The above hypothesis was tested using Pearson Product Moment Correlation Coefficient at 95% confidence level and findings presented in table 1;

Table 1: Relationship between Monetary Reward Strategy and employee job satisfaction

		Job Satisfaction
Monetary Rewards	Pearson Correlation	.706**
	Sig. (2-tailed)	.022
	N	103

**Correlation is significant at 0.05 level (2- tailed)
*Correlation significant at 0.01 level (2 - tailed)

Findings in table 1 reveal a statistically significant positive relationship between Monetary Reward Strategy and job satisfaction level of employees at Nzoia Sugar Company (r=0.706; P<0.05). This means that the more the company provides rewards that have a monetary dimension, the more the employees will be satisfied with their jobs. The most common incentive is the financial one. The reward should be viewed closely and distributed for that extra effort, achievement and result. When these rewards are monitored, it gives the employee expectations of improvements, relatively to his/hers existing situation. It is these expectations that constitute the motivating incentive for the additional effort.

Findings of this study were compared with empirical findings in other studies that investigated the relationship between rewards and job satisfaction of employees.

In order for money to motivate, people need to be rewarded and encouraged in a proper way. Rewards that are controlling or that are imposed to persuade someone to work bring no value to the actual job. For instance, if the supervisor tells his workers that working extra hard will lead to a high bonus, only some employees might try that. But if the supervisor says that five worst performers will be fired, everyone will work. Still, those who fear losing their job might feel a lot of pressure to achieve results. So, the incentive is both a stick and a carrot McCausland, Pouliakas & Theodossiou, (2005).

1.6.4   EFFECT OF EMPLOYEE MANAGEMENT PARTICIPATION ON JOB SATISFACTIONS LEVELS

The second objective of the study sought to analyse the effect of employee management participation on job

satisfactions levels in Nzoia Sugar Company.

Items in the data collection instrument relating to Employee management participation and those relating to job satisfactions levels of employees were analyzed using Chi-Square and findings presented in table 2.

Table 2 Effect of Employee Management Participation on job satisfaction

Chi-Square (X^2)	21.981
Df	1
Asymp. Sig.	.000

N=103 listwise

Source: Research data, 2014.

Results in table 2 show a statistically significant positive relationship between employee management participation and job satisfactions levels (X^2= 21.981; P<0.05; df=1). This implies that the more employees are treated fairly, involved in managerial decision making, and generally perceive a positive organizational climate, the more they will be satisfied with their jobs. Employee participation is the process by which individuals or groups may influence, control, and be involved in, exercise power within the organization or be able to intervene in decision making. Participation in decision that affect them enables the employees to own the decisions and to understand the direction that such decisions would take them. A greater depth of employee participation would be when employees, either directly or indirectly can influence or control those decisions that are normally reserved for management. The other end of this depth, they argue, may be a shallow depth, seen when employees are simply informed of the decisions management has made. Second is the 'level' at which participation takes place. This can take place at the work-group, department, plant or corporate level. What is significant here is if the scheme adapted actually take place at an appropriate level. This was a one sample Chi-square where the researcher intended to establish the goodness-of-fit between observed and expected frequencies in the association between employee management participation and job satisfactions levels.

Findings in this study were compared with findings from other empirical studies where the relationship between participation in decision making and job satisfaction of employees were investigated. The scope of participation, that is, the topics on which employees can contribute. These, they explain, range from relatively minor and insignificant matters such as car-parking space, to more substantive issues such as future investment strategies or plant relocation. The 'form' that participation takes which may include a combination of both direct and indirect schemes. Direct employee participation has renewed focus since the 1980's.The manner in which employees participate include individual techniques such as written and electronic communication, face to face meetings between managers and employees for example quality circles or team briefings. Indirect participation is through representatives, either union stewards or employee work council representatives in consultation with management. Another is task-based problem solving participation, and pay or bonus schemes such as profit sharing. Many employees are more satisfied with their jobs if they feel they have some control over what they do.

1.7 CONCLUSIONS

In line with the findings of the study, the following conclusions are made;

With regard to the first study objective which sought to examine the relationship between monetary reward strategy and job satisfaction of employees at Nzoia Sugar Company, it is concluded that there is a significant positive relationship between monetary reward and employee job satisfaction.

Based on the second objective of the study which sought to analyse the effect of employee management participation on job satisfactions levels in Nzoia Sugar Company, a conclusion is made that there is significant positive relationship between employee management participation and job satisfactions levels.

1.8 Recommendations

Based on the study findings and conclusion, the following recommendations are made:

The management team should conduct a survey within their company in order to determine the availability and adequacy of equipment and resources necessary for the   execution of responsibilities and negotiate remedial action with the authorities. Also strict control over existing equipments and material resources should be taken to prevent unnecessary wastage and loss. Management team should design a plan regarding career development for all categories of staff to ensure that all staff are given a fair opportunity to develop. They should design criteria for selecting the staff who are to be sent for career development and training, and administer these selection criteria fairly to achieve job satisfaction amongst all employees.

Management should not practice favouritism when selecting staff for career advancement and upward mobility. A selection committee can be established with representatives from the different categories of employee cadres. Policies and opportunities regarding career development and succession management should be collated and communicated to all employees through circular/memos and meetings to ensure that all staff members are well informed. The management team should show recognition and appreciation for work well done/achievement and provision of incentives to facilitate job satisfaction –e.g. announcement at meetings,

personal letters and a rotating trophy. Marrine –Tomey (1996) and Robbinson (2007) state that positive reinforcement increases the probability of a recurrence of the desired behaviour.

The management team should involve all employees when developing or revising the goals and objectives of the company through workshops, so that employees suggestions can form part of the development process, thus enabling successful implementation. Also, they should conduct workshops on cultivating and emphasizing ethical standards, loyalty and value clarification. Management should ensure that existing benefits for academic staff are fairly, justly and competitively allocated to them. They should allocate work to staff members according to their skills and preference so that they do not leave the organization because they are allocated work they do not feel comfortable with.

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