



**RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK
PERFORMANCE– A CASE STUDY OF POSTA KENYA, NAIROBI COUNTY.**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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SUPERVISOR APPROVAL

This thesis has been submitted for examination with my approval/knowledge as university supervisor.

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DEDICATION

This work is dedicated to my father, mother, and brothers. My success is their success.

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I would like to express my gratitude first to God, who has enabled me to reach the far that I have. I would also like to thank my supervisor, Dr. Geoffrey Wango who has patiently guided and supported me throughout the entire research process. His insight and criticisms, comments and guidance have been invaluable in this process.

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TABLE OF CONTENTS

DECLARATION	i
SUPERVISOR APPROVAL	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
LIST OF TABLES	viii
LIST OF FIGURES	viii
ABSTRACT	xi
CHAPTER ONE:INTRODUCTION	1
1.1 Background Information.....	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the Study	4
1.4 Objectives of ithe iStudy.....	4
1.5 Research questions.....	4
1.6 Hypotheses of the Study	5
1.7 Justification of the Study	5
1.8 Significance of the Study	6
1.9 Scope of the Study	6
1.10 Assumption if the Study.....	7
1.11 Operational Definition of Terms.....	7
CHAPTER TWO:LITERATURE REVIEW	8
2.1 Introduction.....	8
2.1.1 Job Satisfaction	8
2.2 Factors Affecting Job Satisfaction	8
2.2.1 Organizational Structure andicommunication.....	9
2.2.2 Communication Satisfaction	10
2.2.3 Career path and mobility	11
2.2.4 Talent development	13
2.2.5 Reward systems and remuneration.....	13
2.2.6 Job security.....	14
2.3. Job Performance and Indicators of Work Performance of Employees	14

2.3.1 Productivity	14
2.3.2 Turnover	14
2.3.3 Loyalty	15
2.3.4 Ability to Handle Pressure	15
2.3.5 Workload	15
2.3.6 Profits	16
2.4 Empirical study Findings	16
2.5. Relationship between the organizational structural icommunication satisfaction and work performance of employees.....	18
2.5.1. Age	18
2.5.2 Gender	19
2.5.3 Educational Level.....	19
2.5.4 Work Experience.....	19
2.6 Relationship between career path and mobility and work performance of employees	20
2.6.1 Age	20
2.6.2 Gender	20
2.6.3 Education Level.....	21
2.6.4 Work experience	22
2.7 Relationship between the organizational reward system and employee performance...	22
2.7.1 Age	22
2.7.2 Gender	23
2.7.3 Education iLevel	23
2.7.4 Work Experience.....	24
2.8 Theories on Job Satisfaction	25
2.8.1 Locke’s Value Theory	25
2.8.2 Herzberg’s Two Factor Theory	25
2.9 Conceptual Framework.....	26
CHAPTER THREE:RESEARCH METHODOLOGY	28
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Study Location	28

3.4 Target Population.....	28
3.5 Sampling Procedure and Sample Size	29
3.6 Research Instruments	29
3.7 Validity and Reliability of Research Instruments.....	30
3.8 Piloting of Research Instruments	30
3.9 Data Collection Procedures.....	31
3.10 Data Analysis	31
3.11 Ethical obligation	31
CHAPTER FOUR:DATA PRESENTATION AND ANALYSIS.....	32
4.1 Introduction.....	32
4.2 Demographic Characteristics of Respondents	32
4.3 Relationship between the Organizational Structural Communication Satisfaction and Work Performance of Employees	34
4.3.1. Descriptive Statistics of Employees Organizational Structural Communication Satisfaction	34
4.3.2 Supervisors Perception of Employees Communication	35
4.3.3 Descriptive Statistics of Employees Performance	35
4.3.4 Hypothesis Testing.....	36
4.3.5 Relationship between the Career Path and Mobility and Work Performance of Employees	40
4.3.6 Descriptive Statistics of Employees Satisfaction with Personnel Selection Procedure.....	40
4.3.7 Descriptive Statistics of Employees Satisfaction with Career Development.....	41
4.3.8 Descriptive Statistics of Employees Satisfaction with Job Security	41
4.3.9 Hypothesis Testing.....	42
4.3.10 Relationship between Reward System and Work Performance of Employees.....	45
4.3.11 Descriptive Statistics of Employees Satisfaction with Reward System.....	46
4.3.12 Hypothesis Testing.....	46
CHAPTER FIVE:SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS	50
5.1 Introduction.....	50

5.2 Summary of Key Findings	50
5.3 Discussion of the Research Findings	51
5.3.1 Relationship between the Organizational Structural Communication Satisfaction and Work Performance of Employees	51
5.3.2 Relationship between the Career Path and Mobility and Work Performance of Employees	52
5.3.3 Relationship between Reward System and Work Performance of Employees.....	53
5.4 Conclusion	54
5.5 Recommendations	55
5.6 Suggestions for further research	55
REFERENCES.....	56
APPENDICES	64
APPENDIX I: Questionnaire	64
APPENDIX II: Questionnaire for Supervisors/Seniors in Management.....	70
APPENDIX III: Research ipermit	74
APPENDIX IV: TURNITIN REPORT	76

LIST OF TABLES

Table 3.1 Study population	29
Table 4.1 Demographic Characteristics of Employees	32
Table 4.2 Demographic Characteristics of Supervisors	33
Table 4.3 Employees Satisfaction with Organizational Communication	34
Table 4.4 Supervisors Perception of Employees Communication	35
Table 4.5 Employees Level of Job Performance.....	36
Table 4.6 Correlation between Organizational Communication and Work Performance ..	36
Table 4.7 Correlation between Organizational Communication and Work Performance by Age Category	37
Table 4.8 Correlation between Organizational Communication and Work Performance by Gender.....	38
Table 4.9 Correlation between Organizational Communication and Work Performance by Educational level.....	38
Table 4.10 Correlation between Organizational Communication and Work Performance by Work Experience.....	39
Table 4.11 Employees Satisfaction with Personnel Selection Procedures.....	40
Table 4.12 Employees Satisfaction with Career Development.....	41
Table 4.13 Employees Satisfaction with Job Security	42
Table 4. 14 Correlation between Career Path and Mobility and Work Performance	42
Table 4.15 Correlation between career path and mobility and Work Performance by Age Category	43
Table 4.16 Correlation between career path and mobility and Work Performance by Gender .	43
Table 4.17 Correlation between career path and mobility and Work Performance by Educational Level	44
Table 4.18 Correlation between career path and mobility and Work Performance by Work Experience.....	45
Table 4.19 Employees Satisfaction with Organization Reward System	46
Table 4.20 Correlation between Satisfaction with Reward System and Work Performance	47
Table 4.21 Correlation between Satisfaction with Reward System and Work Performance by Age Category	47

Table 4.22 Correlation between Satisfaction with Reward System and Work Performance by Gender	48
Table 4.23 Correlation between Satisfaction with Reward System and Work Performance by Educational Level	48
Table 4.24 Correlation between Satisfaction with Reward System and Work Performance by Work Experience.....	49

LIST OF FIGURES

Figure 2.1 Conceptual framework showing the relationship between iand among variables. .. 26

ABSTRACT

This study sought to evaluate the impact of job satisfaction on work performance of employees of the Postal Corporation of Kenya. Of focus in this study was to assess how employee welfare, remuneration, reward mechanism, communication, and management structure affect the performance of employees. The objectives were to determine the relationship between satisfaction with organizational structural communication and work performance of employees at the Postal Corporation of Kenya, the relationship between career path and mobility and work performance of the employees, and the relationship between the reward system in place and employee performance. The hypotheses to be applied were that there was a significant positive relationship between satisfaction with organizational structural communication and work performance; that there existed a significant relationship between career path and mobility and work performance, and that there was no significant positive relationship between the reward system and work performance. The study adopted descriptive research survey, where a sample of 640 employees was taken to represent 20% of the entire population of 3200. Data collection was done through semi-structured questionnaires. Statistical Program for Social Sciences (SPSS) was used in the analysis of variables in descriptive statistics. Data was presented using descriptive statistics and the findings presented in figures and tables. The theoretical frameworks that guided this study were Locke's value theory and the Herzberg's two factor theory. Results showed that there was indeed a significant relationship between job satisfaction and work performance. On the basis of the findings, it was recommended that the Postal Corporation of Kenya should adopt more effective communication strategies to encourage coordination between the employees and supervisors. Further, the findings showed that organizational communication is a significant factor in employee work performance having established positive significant correlations. The findings add to the body of knowledge on policy formulation which will in turn be used to improve performance of the Postal Corporation of Kenya and other related corporations. A similar study should be replicated in other organizations across the Country to establish whether job satisfaction has an influence on job performance in other sectors and regions with different sociodemographic characteristics.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Workplaces have become increasingly complex over recent decades, owing to the dynamism brought about by innovations and changes in technology that have made work environments more sophisticated. Amidst these changes, organizations have had to push human resource to focus on efficient delivery of services in order to maximize profits while aiming at increased productivity. Human resource has thus come to occupy an important position in corporate organization, and staff satisfaction and its relationship to performance has become paramount. It has become important to describe the relationship between job satisfaction and job performance, the two becoming major critical factors to be considered in managerial decision-making processes in order to lead organizations towards their goals (Tabassum, Khan, Sherani and Imran,2016). Job satisfaction as become significant in the overall performance of firms.

Many researches have attested to that both job satisfaction and performance are closely related with each other and have greater positive effect on the organizational overall productivity and performance (Arham et al, 2011; Skibba, 2002; Bujang, 2011; Edwards et al, 2008; Du and Zhao, 2010; and Baloch et al, 2011). According to Arham et al (2011) and Skibba (2002), for instance, priority should be given to employee satisfaction, as employees who feel satisfied in doing their jobs will be at their optimum both physically and mentally. The higher the level of satisfaction of employees, the higher will be their productivity. This was affirmed and proclaimed by Khan et al (2016): “It is always of high priority for every organization to increase productivity and efficiency with the help of high-level performance, and a satisfied workforce is the only source through which high level of performance can be achieved by an organization.” If employees are dissatisfied they will quit or be absent from their job as compared to satisfied employees (e.g Hackett & Guion, 1985; Hulin, Roznowsk, & Hachiya, 1985; Kohler & Mathieu, 1993). Happy employees gave more productivity, absenteeism and turnover rate decreased, and there was a promotion of working relationships in which they perform well (Khan et al, 2016).

According to Bakotic (2016), while some researchers found a positive correlation between satisfaction and organizational performance (Chan,Gee,& Steiner, 2000; Ellinger, Yang,& Howton,2002; Huselid,1995; Koys, 2001; Latif et al.,2015; Mafini & Pooe,2013), others found no statistically significant correlation between these two variables (Daily & Near,2000; Mohr & Puck,2007). This informed the drive to establish this relationship in the current study.

Companies continuously improve their working conditions to attract skilled personnel who are motivated enough to maximize profits and revenues, which in turn determine how long a firm could last. If a company is continuously making losses, measures have to be taken to mitigate the problem. Some of these measures have traditionally included cutting down on the costs of operation and other expenses. Companies worldwide have tried to achieve this through downsizing, changing strategies to accommodate less expenses, etc. In Kenya, state corporations have been known to resort to retrenchments. In such instances the corporations have sought to retain only the most skilled and essential members of the workforce, factoring in issues such as work performance to determine who is retained.

The Postal Corporation of Kenya, a state Enterprise operating under the PCK Act, 1998, was formed in 1999 when the Kenya Posts and Telecommunications Corporation was dissolved in order to separate telecommunications from postal services. Its mission is, “to deliver innovative financial (payment service), offer distribution and communication solutions to its customers and create value for the stakeholders”. It is wholly government-owned and a member of the Universal Postal Union. The corporation (Kenya Post) operates in three distinct areas: Mail Services (mails are delivered within a city in 24hours), Courier Services (packages can be delivered within hours in urban centers, worldwide and the more traditional money orders), and Financial Services (limited to electronic funds transfers). The Corporation is currently re-engineering its key business processes through innovation and adoption of Information Communications Technology in order to meet the ever-changing customer demands in a dynamic market place.

The Corporation is also a key public communication and financial services provider charged with specific statutory functions that are geared towards rapid social and economic

development in Kenya. To discharge its functions effectively, the Corporation had put in place a strategic business plan to ensure efficient delivery of services, improvement of its corporate image and increased productivity. In this regard, there were deliberate efforts to ensure that the right staff, with the right skills, competencies and attitude, were selected to fill arising vacancies by giving opportunity to all staff members, making positions competitive. This researcher sought to establish employees' satisfaction with the mode of promotion and personnel selection procedures, organizational communication, reward systems in place, job security and talent development in the implementation of the laid down strategies, and how the same related to employee performance within Postal Corporation of Kenya in Nairobi City.

1.2 Statement of the Problem

Posta Kenya is one of the many state corporations in Kenya that have had to carry out structural adjustment in recent years. Such programs have led to job losses and dissatisfaction among employees who fear for their job security. For Posta Kenya, employee turnover increased after the retrenchments, losing much of its skilled workforce to private firms, both locally and overseas.

A report by the Postal Corporation of Kenya Task Force in June 2017 found out that the corporation was spending Ksh 1.7 billion on its employees' annual wages. This was 65% of its total revenue, meaning that it was spending more on labour than on development and growth. This was not sustainable. The Task Force was of the opinion that the corporation had been a victim of disruptive technologies, and the only way out was to switch to more digital-friendly services. To cut on its spending and reduce losses, Posta Kenya planned to lay off a significant number of employees. Most of the employees were willing to leave, but that did not improve matters and the losses continued to grow. For the financial year 2015/2016, Posta Kenya made a Ksh 1.5 billion loss (Mumo, 2017). The employees were not delivering as they ought to. The Task Force opined that job satisfaction was widespread since the earlier retrenchments. Job satisfaction and job performance work in tandem not only in manufacturing organizations; it was important in the service industry/organizations as well (Khan et al, 2016). This study sought to investigate this relationship (between job

satisfaction and employee performance) in the Postal Corporation of Kenya that has its offices within Nairobi City.

1.3 Purpose of the Study

The purpose of this study was to investigate the relationship between job satisfaction and work performance of employees in Postal Corporation of Kenya within Nairobi City.

1.4 Objectives of the Study

The objectives of this study were:

1. To determine the relationship between satisfaction with organizational structural communication and work performance of employees at Postal Corporation of Kenya within Nairobi City.
2. To examine the relationship between career path and mobility and work performance of employees at the Postal Corporation of Kenya within Nairobi City.
3. To establish the relationship between the reward system and employee performance at the Postal Corporation of Kenya within Nairobi city.

1.5 Research questions

1. What is the relationship between satisfaction with the organizational structural communication and work performance of employees at Postal Corporation of Kenya within Nairobi City?
2. What is the relationship between career path and mobility and work performance of employees at the Postal Corporation of Kenya within Nairobi City?
3. What is the relationship between the reward system and employee performance at the Postal Corporation of Kenya within Nairobi city?

1.6 Hypotheses of the Study

The following hypotheses were tested at 0.05% significance level:

- H₀₁:** There is a significant positive relationship between satisfaction with the organizational structural communication and work performance of employees at the Postal Corporation of Kenya within Nairobi City.
- H₀₂:** There is a significant relationship between career path and mobility and work performance of employees at the Postal Corporation of Kenya within Nairobi City.
- H₀₃:** There is no significant positive relationship between the reward system and work performance of employees at the Postal Corporation of Kenya within Nairobi City.

1.7 Justification of the Study

Mohammed Inuwa (2016) held that employees' performance was instrumental to organizational growth and productivity. This, in turn, was tied to the satisfaction they felt with the organizational setup. If an organization is not doing well, the major culprit could be dissatisfaction with aspects of the work environment that led to reduced performance. This was the situation that the Postal Corporation of Kenya was facing. To enable it discharge its functions, it made attempts to put in place a strategic business plan to ensure efficient delivery of services and improvement of its corporate image. Emphasis was put on ensuring that the right staff, with the right skills, competencies and attitudes, took up any vacancies that arose. In the new approach, employees were regarded as the major business resource that facilitated the daily activities and operations of the organization (Mudah, Rafiki, & Harahap, 2014), yet as asserted by Mowday, Porter and steers (2013), "most employees of today have a high degree of job dissatisfaction, which creates attitudes that are undesirable on the job and in turn degenerate their performance ability and their working place as well." Since organizational effectiveness and efficiency depend on how effective and efficient the employees in the organization are (Oluwafemi, 2010), it was incumbent upon the Posta Kenya management to comprehend how employee satisfaction related to daily responsibilities so as to impact on their productivity and performance (Inuwa, 2016). This study sought to contribute to this comprehension by studying the relationship between job satisfaction and employee performance at the Posta Kenya within Nairobi City.

1.8 Significance of the Study

Existing literature appears to suggest that satisfied worker is the most productive worker (Skibba, 2002; Arham et al, 2011; Khan et al, 2016). If employees are dissatisfied they will quit their jobs or they will be absent from their job as compared to the satisfied employees (Hackett & Guion, 1985; Hulin, Roznowk, & Hachiya, 1985; Kohler & Mathieu, 1993). There exists sufficient knowledge on job satisfaction and how it relates to the performance of employees. However, when it comes to Kenyan state corporations, the extent to which job satisfaction relates with work performance has not been sufficiently explored. Results from one corporation could be similar to those of another. However, localized and precise information on such corporations is essential in understanding the policies that need to be formulated to improve performance. Therefore, this study will seek to examine the relationship between job satisfaction and work performance of employees in the Postal Corporation of Kenya within Nairobi City, Nairobi County.

Stakeholders at the Postal Corporation of Kenya could use the findings of the study to improve the working conditions within Posta Kenya and thus improve their work performance. Government policy makers, too, could also benefit from the findings of this study as they formulate better policies aimed at improving service delivery and increasing efficiency at state corporations. Furthermore, the results of this study would add to the body of existing knowledge on job satisfaction and work performance of employees, which could prompt further research into the area.

1.9 Scope of the Study

The study was conducted at Posta Kenya within Nairobi City, in Nairobi County and involved its employees as the researchers sought to establish the extent of the relationship between job satisfaction and work performance. The factors studied were satisfaction with organizational structural communication, career path and mobility, and reward system. Work performance included productivity, turnover, loyalty, customer satisfaction, absenteeism, ability to handle pressure, and profits. These were discussed along four major intervening variables, namely age, gender, education level and work experience, to help

establish relationships between the major variables of the study, that is, job satisfaction and performance.

1.10 Assumption of the Study

The assumptions of the study were that job satisfaction and work performance were related, and that the satisfied worker performed better at work than the one that was not, and that the results could be generalized to other sectors other than the service sector where the Postal Corporation of Kenya lay.

1.11 Operational Definition of Terms

Communication Satisfaction The degree of satisfaction perception in the information and business relationship in the communication environment (Redding 1972:429). Involves emotional appraisal of an employee's intra-organizational communication practices, and is multidimensional (Carriere et al., 2007:61) hence, an outcome of communication interactions with others (Anderson, Martin & Riddle, 2001).

Job Performance The totality of all those expected behaviors that individuals bring to their working environment and give values to the organization (Motowidho, 2003).

Job Satisfaction The positive emotions an employee in the organization has about the job he/she performs and the experience they gain from their job (Luthans 2007, p.141).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter conceptualized the study within the context of existing knowledge. The following aspects were covered: factors affecting job satisfaction, indicators of work performance of employees, theories on job satisfaction, and conceptual framework.

2.1.1 Job Satisfaction

Job satisfaction can be defined as the reactions of an employee towards a job based on a variety of factors (Wong and Laschinger, 2012). This may be expounded further to mean that an employee's attitudes and feelings towards work are what is generally considered as job satisfaction. These attitudes and feelings may affect the quality of work of an employee. Work performance is the total expected value of an employee's discrete instances of behavior over a set period of time (Motowidlo, 2003). It summarizes the work expected of an employee and how well that work was done. It influences turnover, productivity, profits, loyalty, customer satisfaction, ability to handle pressure, and absenteeism. Workers who are happy about their jobs are less likely to resign or seek better terms in other firms. They are more industrious, self-driven, and less likely to abscond or postpone job-related activities. Firms with happy employees realize profits and growth in the long run. Satisfied employees are motivated and when motivated they will work hard and will be committed to the organization and will achieve the goals of the organization as well (Khan et al, 2016).

Job characteristics influence the well-being of workers. Demands of work, extrinsic and intrinsic efforts, and negative coping have been shown to contribute to depression and lower job satisfaction. On the other hand, social support, positive coping, and rewards contribute to decreasing depression, improving employee morale, and higher job satisfaction (Mark & Smith, 2012).

2.2 Factors Affecting Job Satisfaction

The following are the factors that affect job satisfaction:

2.2.1 Organizational Structure and communication

The type of organizational structure used in a firm determines how decisions are made and the mode of communication of such decisions to the rest of the firm's workforce. There are many types of structures used in organizations such as: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy.

The following structures are expounded following Mintzberg's framework (Lunenburg, 2012):

(i) Simple structure

This form of organizational structure uses direct supervision and has its core part at the strategic apex. Centralization is horizontal and vertical. Such organizations consist of top managers and a few workers in operations. Workers perform a variety of tasks and the support staff is very small. The technostructure is also lacking.

(ii) Machine bureaucracy

The core part of this organizational structure is the technostructure. Standard work processes are the basis of coordination. This organizational structure uses limited horizontal decentralization. Machine bureaucracy resembles mechanistic organizational structure. Work specialization is high and there are many levels along the chain of command. Decision-making is highly centralized with a lot of support staff.

(iii) Professional bureaucracy

Operating core forms the core part of the organization, with horizontal and vertical decentralization. Standard skills form the main operating mechanism with autonomy given to professionals. This type of organizational structure has a large support staff, but small top management, middle management, and techno structure.

(iv) Divisionalized form

The middle line forms the core part of this organizational structure. The main mechanism of coordination is the standardization of output. At the divisional level, decentralization of decision making is key. Vertical decentralization is limited. Little coordination is observed between the various divisions with each division being centralized. The techno structure is very likely to be found at the headquarters providing services to every division. However, the support staff is found within every division.

(v) Adhocracy

The core part of the adhocracy is the support staff. The structure is very low in decentralization with a small technostructure. The complex structure is supported by a very large support staff. Sophisticated technology is used in this structure because of its non-conventional tasks in technology and innovation.

Job satisfaction with respect to organizational structure would depend on other factors such as the nature of work and workload, communication channels, and skills set.

2.2.2 Communication Satisfaction

Communication satisfaction is taken as the satisfaction level of an employee in the quantitative and qualitative aspects of interpersonal and organizational communication in the organizational environment (Gulnar, 2009: 64). When employees are satisfied with intra-organizational communication, an effective business relationship can be established between managers, subordinates and colleagues (Chan and Lai, 2017: 215). Positive results have been obtained in performance, productivity, profitability and customer-oriented work in organizations where employees are satisfied with communication (Gokce 2013). Also, it has been found that the rates of stress, work stoppage and absence are reduced (Eroghi and Ozkan,2009: 52) and that ineffective communication can harm an organization and even lead to its death (Chang, 2006:4). It has also been established that employees with high communication satisfaction level tend to respond positively to organizational decisions and managerial actions (Ehlers, 2003).

The most comprehensive analysis for communication satisfaction in organizations was carried out by Downs and Hazen (1977). Positive results have been obtained in performance, productivity, profitability and customer oriented work in organizations where employees are satisfied with communication (Gokce, 2013). The “Communication Satisfaction Scale” was developed to measure communication satisfaction, this is multidimensional and there are eight sub-dimensions in the scale. The current study highlights the sub-dimensions but will examine only five.

First is the Communication Climate. This discusses communication motivation level, integrating employees for organizational purposes, and evaluating employees’ attitudes

towards healthy communication attitudes. Second is Supervisor Communication, which entails identifying the degree taken into account by the supervisors of the employees, the open-mindedness of supervisors, and their ability to provide guidance in business-related problems. Third is Organizational Integration, which includes individual communication satisfaction that comes from being aware of the employee's working environment and information about the organization.

Then, media quality is related to communication channels. It provides information on whether the meetings are well organized, written information is clear, and how corporate notices are directed. Horizontal Communication is focused on informal and freely-oriented communication. Organizational information consists of corporate values financial status, information about the organizational policies and targets.

Individual feedback is based on the need to learn about the performance of employees. Finally, subordinate communication includes the field of communication up or down which the manager has with subordinates. The total obtained from these satisfactions obtained from organizational communication in general (Downs and Hazen, 1977: 66-68).

2.2.3 Career path and mobility

People with decision making processes that are self-regulated tend to choose career paths that are best suited with their interests and skillset. Such people are a perfect fit with the choice of career along their professional growth. Self-regulated decision makers are more satisfied than those who choose careers that don't agree with their interests and skillset (Eun, Sohn & Lee, 2013).

Employee mobility has a high impact on the outcomes of the organization. Highly skilled people with a definitive career path are highly sought after by companies. However, the movement of employees within an organization and between organizations is highly controlled by dynamics within the labor market. Where there is high demand but low supply, companies would tend to restrict movement of employees between organizations but facilitate vertical movement within the organization. Where there is low demand but large supply, companies would restrict movement within the organization but encourage movement between organizations (Mawdsley & Somaya, 2015).

However, job satisfaction of employees in an organization would depend on the ability to progress and grow along the chain of command. Organizations with minimal chances of promotions would most likely have dissatisfied employees. Here, Career path & mobility involves personnel selection procedure and talent development, career development and promotion.

1) **Personnel Selection Procedure**

This refers to the methodical process of hiring, recruiting, or promoting individuals. It entails the systematic decision making about which individuals to employ to fill open positions within an organization, with main goal to identify and employ those individuals who have the necessary knowledge, skills and abilities (KSAs) to successfully complete the work of the organization. Notably, the volume and quality of this work directly affects organizational success. Individual applicants may be new entrants identified through an external recruitment process or internal applicants (current employees) moving to new positions. Internal applicants may be interested in a changing their career through a promotion or may want to change career paths.

2) **Career Development**

As cited by Arnold and Cohen (2008); Arthur et al; 2015 Dries et al; 2008. A career constitutes the unfolding sequence of a person's work experiences overtime (Arthur et al, 1989 and Arthur and Rousseau, 1996). This is looked at objectively and subjectively. Objectively, career development entails predictable stages and an ordered sequence of development (Dries et al; 2008). While subjectively, it is defined as the personal interpretations and values that identity bestows on a person (Dries et al; 2008). Of relevance to career development are such dimensions as job satisfaction, contentment with career opportunities and feeling self-confident at work (Mulhall, 2014). Notably, the contemporary conceptualization of career definition reflects an altered environment, with increased globalization rapid technological advancement, growing workforce diversity and

the expanding use of outsourcing and part-time and temporary employees (Arthur et al; 1999; Sullivan and Baruch, 2009). The changes have transformed the traditional organizational structures, employer-employee relationships and the work context, creating divergence in individuals enact their careers (Briscoe and Hall, 2016; Forsyth, 2002; Herr, 2008; Humphreys, 2013; Mulhall, 2011; Sullivan and Baruch,2009). The end of the traditional bureaucratic career, which entails employees progressing in an upward hierarchical manner within a small number of organizational structures, has been regularly noted (e.g Arthur et al., 1999; Hall, 2002; Sullivan and Arthur, 2006). This perspective has been replaced by more embracing notions of career, based on the accumulation of skills and knowledge and integration of one's professional and personal life with employees holding diverse role in an array of settings (Mulhall, 2014). All this consists career development.

2.2.4 Talent development

This mainly entails identifying the person to be developed, the talent or ability to develop, the competencies to develop, the drivers of development, the pace for development, and the architecture put in place to support the development. Companies that invest in talent development schemes realize higher employee commitment and loyalty, as well as job satisfaction and better work performance (Garavan, Carbery & Rock, 2012). On the other hand, companies with non-existent talent development schemes have a workforce with untapped potential.

2.2.5 Reward systems and remuneration

Reward systems are mainly employed by companies to encourage knowledge sharing and attainment of company goals. Both intrinsic and extrinsic rewards have a role to play in knowledge sharing between employees. Studies show that employees are satisfied with companies where the authorities recognize good work done by employees. Financial reward motivates employees and encourages competitiveness between workers (Mustapha, 2013). However, employees prefer recognition over monetary reward (Šajeva, 2014). Companies with a good remuneration scheme involving raises, allowances, and good salaries have employees who are more motivated than those from companies with poor compensation schemes.

2.2.6 Job security

Job security affects the satisfaction of employees in any organization. If a firm has a history of laying off people regularly or sporadically, employees have no way of knowing whether they would be next on the line. Anyone is a potential victim of retrenchment or downsizing initiatives. This derails the morale of the employees and results in poor work performance. On the other hand, if a company exhibits stability in its hiring practices and retains most of its workers, employees become motivated and committed to the company. This results in higher job satisfaction and work performance (Yousef, 1998).

2.3. Job Performance and Indicators of Work Performance of Employees

The success of every organization is based on the performance of employees jobs (Pushpakumari, 2008). According to Sonnentag and Frese (2002), the higher the performance of employees, the higher the chance for getting the maximum productivity. Most firms evaluate the performance of their employees on a quarterly or annual basis. Here, indicators are discussed as follows:

2.3.1 Productivity

This describes the efficiency with which work is produced or done. It also describes the quality of work done by the employees of an organization. Workers who are satisfied with their jobs and are self-motivated work better and faster. Happiness of employees affect their productivity. Employees who are sad and depressed are less productive than those who are happy and lively (Oswald, Proto & Sgroi, 2015).

2.3.2 Turnover

Turnover in an organization causes disruption in its operations. Organizations lose their essential personnel through job offers by other firms, dissatisfaction by employees, unfavorable working conditions, etc. The relationship between organizational performance and employee turnover has been observed to be negative (Hancock et al., 2011). Turnover derails the overall performance of the firm, and in some cases, causes work performance of employees to be poor when extra workload is heaped on current employees to cater for turnovers. Organizations therefore try to retain their skilled workforce through ensuring favorable working conditions in the workplace.

2.3.3 Loyalty

Human Resource Management practices affect job satisfaction and employee loyalty. The factors that need to be well-managed by the organization are kinship, promotional opportunities, non-work values, constituent attachments, expected utility of alternative internal work roles, training opportunities, peer group relationships, promotions and payments. If these issues are managed well, job satisfaction increases among employees and this leads to commitment. The employees become loyal to the firm and become well-motivated leading to better work performance (Harun, Shahid and Othman, 2017).

2.3.4 Ability to Handle Pressure

Handling pressure is more of a personal issue than an organization issue, though the former affects the latter. Core Self-evaluations (CSEs) reveal the attitudes and feelings of employees towards themselves. Employees who are able to handle work pressures perform well and are more productive than those who cannot handle work pressures. Work pressures are mostly related with workload and management practices. However, the relationship between work pressure and work performance is curvilinear (Hofmans et al., 2015).

2.3.5 Workload

Job characteristics have been observed to influence job satisfaction. If the job is characterized by huge workloads that barely give employees time for rest, job satisfaction is mostly poor. Too much work stresses employees and their morale goes down. Employee work output is mainly observed as disorganized and hurriedly done to meet daily quotas. Work performance in this case is seen to be poor. Work stresses could also affect employees mentally. On the other hand, jobs characterized by small workloads spread over manageable time result in high job satisfaction. Jobs with flexibility in the schedule reduce work stresses and are less likely to result in poor employee morale. Work performance and quality are high in such cases (Mark & Smith, 2012). Mark & Smith (2012) recommend that rather than change job characteristics for good working conditions, firms should identify at-risk individuals and help them adopt positive coping mechanisms.

Van der Doef, Mbazzi & Verhoeven (2012) conducted a study on East African nurses and Western European nurses. They found out that job satisfaction among East African nurses

was much lower than that of Western European nurses. This was due to high level of burn outs and somatic complaints. Public nurses scored even more unfavorably on job conditions in East Africa as compared to their private counterparts. Work performance of European nurses were seen to be much better than that of East African nurses. Firms should give their employees manageable and reasonable workload to reduce both mental and somatic stresses and burnouts.

2.3.6 Profits

Higher profits are a key indicator of better work performance. Better work performance is influenced by many factors which work hand-in-hand to influence employee attitudes. Happy employees engage freely and cooperate together to accomplish organizational tasks. Firms therefore should be striving to ensure that their employees are happy and motivated to perform better and increase company profits (Biro, 2018).

2.4 Empirical study Findings

A number of studies have been carried out on the relationships between job satisfaction and employee performance. For instance, Arham et al. (2011) investigated relationship between job satisfaction and performance in a study in which they selected 150 respondents as their sample for the study in the construction organizations in Nigeria. After the analysis it was concluded that a positive relationship between both job satisfaction and job performance among the employees of construction companies existed and that the relationship was also significant. However another study by Bilal Khan, Uzma Tabassum, Abdul wahid Sheria, and Imran Khan (2016) among employees within commercial banks in Punjab City, Pakistan revealed that job satisfaction and performance have weak correlation and significance.

Halina Binti Bujang (2011) conducted a research in which she studied the relationship among the employees of private Universities and Colleges in Kuching, Malaysia about evaluating the relation between job satisfaction and performance. Findings revealed that job satisfaction and performance were interrelated with each other. This supports a study by Nimalathasan and Brabete (2010) who studied the relation between job satisfaction and

work performance of employees working in the banking sectors in Jaffna Peninsula, Srilanka and they took a sample composed of 60 respondents and found that job satisfaction and performance both were interrelated positively.

Another study by Edwards et al (2008) on different facets of job satisfaction and task and contextual performance. Here, the sample was of 444 respondents and this research was carried out in the manufacturing plant in South Eastern Texas in the United States. After the analysis in this study positive relation was found between the work itself and job performance. Furthermore, a significant relation was found in between promotion and job performance.

Du and Zhao (2010), conducted research on the employees of enterprises to know the relation between pay satisfaction and job performance. The study was composed of 126 respondents and the result showed that significant linkage was found between the pay and performance. Shokrkon and Naami (2009) conducted another study on the relationship between job satisfaction and organizational citizenship behavior in Ahvaz factory. 400 workers were selected as sample for this study and significant relation was found between satisfaction and supervision and job performance.

Fiaz Mahmood Qamar and Qadar Bakhsh Baloch (2011) performed another study in the private and public sector hospitals in Peshawar. The sample size selected for this study was 113 doctors, out of which 59 doctors were selected from public hospital and 54 were selected from the private sector hospitals. The results revealed that both promotion and job performance are linked with each other. The response of the doctors was mostly that promotion policy play positive role on their performance during their working hours.

Job satisfaction in different researchers is used as dependent and independent variables. The research studies showed that job satisfaction a dependent variable is related to gender, age, intelligence, race, education and various personality traits. While as an independent variable it was correlated with productivity, absenteeism, accidents and turnover. This is the researcher's basis of research objectives discussion in the current study alongside the intervening variables of Age, gender, education level and work experience.

2.5. Relationship between the organizational structural communication satisfaction and work performance of employees.

2.5.1. Age

More recent research has investigated differences in job satisfaction levels according to age (Ang et al., 1993; Oshagbemi, 1998; Luthans and Thomas, 1989; Groot and Maasen Van den Brink, 1999; Oshagbemi(2000a). The majority of studies on the relationship of age and job satisfaction have found some association between employee age and job satisfaction. Job satisfaction has been characterized as essential to organizational performance (Mathieu, 1991:607-628; Ostroff, 1992:963-974). Herzberg et al; 1957;Clark et al;1996 suggest that job satisfaction is U-shaped in age, with higher levels of morale among young workers but that this declines after the novelty of employment wears and boredom with the job sets in. Satisfaction rises again in later life as the worker become accustomed to their role. In contrast other studies report a linear positive relationship based on age. John W. Hunt and Peter N.Saul (1975) found age to have a stronger relationship with satisfaction. On the other hand, Sarker, Parkpoom & Alf Crossman (2003) research finding indicated that employee age is not significantly associated with overall job satisfaction level. Fu and Mount (2002) found age to be one of the defining socio-demographic characteristics of horizontal communication dimension and that older workers had higher level of communication satisfaction than younger ones.

Although not statistically significant, Ogunjinmi (2013:332) cites detailed findings by Ozer, Santas and Santas (2017) who conducted a study on communication satisfaction of nurses in Eurasia, and found that nurses who were 32years of age or older gave higher scores for communication climate subscale. When the test results comparing the scores of the participants for the supervisor communication according to various variables, it was found statistically significant differences according to age ($t=2.315$; $p<0.05$), title ($t=1.880$; $p<0.05$), total working time in the current unit ($t=-2.072$; $p<0.05$). In this accord, participants' scores regarding organizational integration and organizational feedback dimensions showed statistically significant differences according to the age, as such employees aged 32 and older had a higher sense of organizational feedback. Fu and Mount (2002: 69) also found differences in the organizational feedback whereby in contrast to the older, satisfaction from the organizational knowledge was found less important in younger

people. Bal (2013:119) stated that there was no difference in the age of nurses in terms of organizational integration and individual feedback satisfaction. The supervisor communication dimension scores were found to be statistically significant according to age ($t=2.315$; $p<0.05$) and the nurses who were 32 years of age and older had higher supervisor communication (Ozer, Santas and Santas (2017).

2.5.2 Gender

Sarker, Parkpoom, & Alf Crossman (2003) found stronger relationship with satisfaction among males than females. On the other hand Hall et al (1994) investigated the relation of physician gender, patient gender and physician age to patient satisfaction and finding revealed that patients examined by younger female physicians reported lower ratings of satisfaction. The findings were true for male and female patients, however, in both studies, the lowest satisfaction in absolute terms was among male patients examined by younger female physicians. In the same accord, correlations between verbal and non-verbal communication and satisfaction for different combinations of physician and patient gender suggested that gender-related values and expectations influence patients' reactions to physicians' behavior (Hall et al, 1994).

2.5.3 Educational Level

Gonzalez, Sanchez and Guzman (2016) did a study on the effect of Educational level on Job Satisfaction and Organizational Commitment (A Case Study in Hospitality) and found that educational level itself does not influence job satisfaction. However, they determined that employees with lower educational level are more affected by the lack of job opportunities and more likely to express higher levels of gratitude for the job they have been able to secure and maintain.

2.5.4 Work Experience

Ogunjinmi (2013) found that the working experience had a significant and positive relationship in communication satisfaction. In contrast to this study, Bal (2013:121) found that nurses less than one year in the profession had higher supervisor communication level than those who had worked in the profession for longer. Where there is communication satisfaction one can better understand the work assigned to them and hence contribute to the

success of the organization (Ogunjinmi et al. (2013). According to ENME (2019) on the link between job satisfaction and employee performance employees that are unsure of their job security are more likely to be anxious, and much less likely to be satisfied in their roles, whereby “feelings of job security can simply be improved through honesty in employer’s communication and transparency in employees’ expectations.”

2.6 Relationship between career path and mobility and work performance of employees

2.6.1 Age

According to Girish and Rao (2017) study on impact of internal mobility on organizational performance, earlier mobility means just the movement of an employee with respect to his position or complete change in his occupation, but according to the modern era, one of the important things to do is, to make employee more accessible and mobile in both functional and also geographies so that it benefits the company performance. “Internal mobility is done when a manager is open-minded and makes their employee to move to different roles and external mobility is based on employee moving out of an organization (Girish & Rao, 2017).” In terms of age, employees, especially generation Y workers born between 1980 and 1994, most want to stay in the organization with intention of getting a professional opportunities and career paths, they are more ambitious than the baby boomer workers. So, in any industry most of the worker found to be baby boomer employee (Rao and Girish, 2017). The main reason for a turnover are both the employee and organization, whereby quits and dismissals are due to the type of employment system that exists, which negatively relate to employee satisfaction (Rosemary Batt et al, 2011). Young workers for instance were found to be very mobile, and most of them change jobs several times during the first decade of work hence, mobility seems to pay off, as wage growth is also high for young workers (McWilliams & Keith, 1999).

2.6.2 Gender

According to Kristen Keith and Abigail McWilliams (1999), article on the returns to mobility and job search by gender, they found a statistically significant gender differences in mobility patterns and search behavior, but not in the returns to given behavior. “Both men and women engaged in substantial job search and mobility early in their careers, which

resulted in wage growth premiums.” In another study by Maume Jr. (1999) on the occupational segregation and career mobility of white men and women, two employment transitions were examined i.e. upward mobility and transitions into joblessness. Results supported the notion that women in male-dominated occupations do not move up the career ladder, but rather are pressured to move out of these positions (1999). Additionally, on the relationship between gender dynamics in the work setting and individual career paths, in the presence of controls, percentage of males in the occupation was positively related to men’s chances of receiving a wage promotion (Maume Jr., 1999). “For women, occupational segregation positively influenced movement to joblessness.”

2.6.3 Education Level

In their cross-classified multilevel analysis of joint effects of individual characteristics and the labour market on career mobility, Kornblum, Unger and Grote (2018), found that the level of education is positively related to the probability of crossing organizational, industrial and occupational boundaries. Accordingly, citing Forrier et al (2009), theoretical model, career mobility depends on an individual’s available opportunities for mobility. Level of education is an important aspect of human capital that determines an individual’s value in the labour market and consequently shapes hi/her career opportunities (Forrier et al,2009; Fugate, Kinicki, & Ash forth, 2004). Notably, individuals with higher level of education are attractive to employers because they possess valuable declarative and procedural knowledge resulting in a higher level of task performance (Allesandri, Borgoni, & Truxillo, 2015; Ng & Feldman, 2009). They also show more organizational citizenship behavior and less counterproductive work behavior (Ng & Feldman, 2009).

Accordingly, organizations use level of education as an essential criterion for personnel selection (Ng & Feldman, 2009), and employees with a higher level of education often indicate a higher confidence in finding a new job on the internal and external labour market (Wittekind, Raeder, & Grote, 2010). Thus, “a higher level of education should result in more career opportunities in different organizations.” Increase in educational specialization usually resulting from earning a higher educational degree might strengthen the boundaries surrounding one’s occupation (Kornblum, A., Unger, D., & Grote, G(2018), individual with

a higher level of education possess higher cognitive abilities (Avolio & Waldman,1994; Berry, Gruys, & Sackett, 2006) that should enable them to acquire new knowledge and skills more easily. Furthermore, earning a graduate degree involves learning useful meta-skills (e.g. planning and motivational persistence) that can be applied in different industries and occupations. For “well educated individuals, endowment with cognitive abilities and meta-skills should make it easier for them to cross industrial and occupational boundaries and consequently, offers them career opportunities in different and occupational boundaries (Kornblum, Unger & Grote,2018).”

2.6.4 Work experience

“It seems reasonable to suppose that workers who engage in job search should experience more wage growth than those who do not, because they are better informed about their value to the market (McWilliams and Keith, 1999). However, according to Kornblum, Unger & Grote (2018) openness to experience had no effect on career mobility, and none of the predictors were related to occupational boundary crossing. Gill et al (2019), surveyed restaurant industry employees from the lower mainland area of British Columbia, Canada and the Punjab area of India were surveyed to assess their perceptions of job satisfaction, work experience, and desire to be empowered at their places of work. Results suggested that job satisfaction and work experience enhance the employee desire for empowerment in both countries-Canada and India.

2.7 Relationship between the organizational reward system and employee performance

2.7.1 Age

According to Idemobi, Ngige, and Ofili (2017) study on relationship between reward system and organizational performance, found that organizational reward system has a significant effect on worker’s productivity, there exists a significant relationship between organizations reward and worker attitude, even relationship between reward system and job satisfaction. In fact, organizational reward system and employee’s satisfaction is seen as an interrelated component in an organization (Munap et al, 2013). As far as employee’s age is concerned, in a study conducted by the American Association of Retired persons in 1999 found that non-financial incentives worked most effectively when tailored to the employees’ age

group. Employees nearing retirement age valued the opportunity to continue to work part time on a flexible schedule after retirement. Younger employees valued feedback from management, as well as career development opportunities. Employees in between these ages valued retirement planning assistance and the ability to take a sabbatical. Flexible scheduling was popular with both older and younger workers (Scott Thompson, 2019). According to a survey by consulting company Mercer in 2011, employees in Argentina, Brazil, Canada, Mexico and the United States, found that although financial rewards remain important they actually have less importance for most employees than respectful treatment and recognition (Thompson, 2019). This needs to be established developing countries like Kenya.

2.7.2 Gender

Psychologists assert that men tend to be most invested in their pay and benefits, advancement and professional success, and authority and overall status. Even though women too value pay and benefits but research suggests that they place even higher value on other aspects of the work place experience, including professional relationships and gaining friends at work, receiving recognition and respect from colleagues, and enjoying excellent communication and collaboration with coworkers (Lauren Deegan,2019).

2.7.3 Education Level

Schneewers, Skirbekk and Rudolf Winter-Ebmer (2014) found a positive impact of schooling on memory scores. This shows strong link between education and intelligence as per met analyses of quasi experimental studies. The implication being that education is a contributor to many beneficial socio-economic outcomes (Harry & George, 2019). This is connected with the level of training that boosts feeling of value in employees hence implied preference for non-financial rewards like recognition for employees with higher educational levels. In another study it was determined that employees with lower educational levels are more affected by the lack of job opportunities and more likely to express gratitude for the job they have been able to secure and maintain (Gonzalez and Sanchez, 2016). Nevertheless, the same study found no influence of educational level on job satisfaction, while Ahmet (22011) found a positive relationship between job satisfaction and education

level thereby suggesting that managers should find new methods to increase education level of their staff and develop work context parallel to education level.

2.7.4 Work Experience

Work experience is the amount of job related experience an individual has accumulated over the course of his/her career (Teshik & Jacobs, 1998 after Ng & Feldman, 2009). Quinones, Ford & Teachout (1995 after Ng & Feldman, 2009) suggest that work experience consists of “events that are experienced by an individual that relate to the performance of some job. “That older workers are also said to be more experienced workers, implies age and work experience are positively correlated yet theoretically distinct (Galetic, Klindzic & Nukic, 2019). “The accumulation of work experience is more likely to influence cognitive reactions to the work place specifically (Avolio & Waldman, 1994 after Ng & Feldman, 2009). Moreover, given the changing shape of career paths, some older individuals might have very little work experience in an industry if they have had multiple careers in multiple fields. According to the same Research Gate empirical study by Galetic, Klindzic and Nukic (2019) on work experience related differences in non-financial rewards preferences in Croatia, a test for statistically significant differences between “organizational” students and employees with work experience in mean values assigned to various non-material rewards, a non-parametric statistical test (Mann-Whitney U) was performed . More specifically, it was shown that students assign greater importance to the following non-material elements: promotion opportunities (= 0,000), job security (=0,004), prestigious work position (0,000), and participation in decision making (0,001). This seemingly showed that young students, that mostly hold no working experience, are primarily interested in seizing career opportunities in a job that would be meaningful and important, and the one that would be accompanied by participative decision making. On the other hand, job security is also highly valued which could be explained by the fact that Croatia has one of the highest rates of unemployment in Europe, which is especially pronounced in case of young workers (Galetic et al, 2019). When it comes to employees with working experience, the respondents assigned more importance to employer’s ethical business practices (=0,000), high-quality leadership (0,048), autonomy in performing tasks (0,000), and teamwork environment (

=0,000), with non-material rewards like work life balance and recognition being important, and least relational reward being prestigious work position (Galetic et al,2019).

2.8 Theories on Job Satisfaction

2.8.1 Locke's Value Theory

This theory assigns intrinsic value to each factor of satisfaction according to the person who is assessing each factor. Every person has their own view and hence value for each factor. This changes the variability of job satisfaction further. If the organization knows the value placed on every factor, there will be bigger changes in the shift in satisfaction. Placing too much value on a specific factor elicits greater dissatisfaction (Dolfsma, 1997). This theory is going to guide the determination of factors affecting job satisfaction, and the extent to which each factor affects job satisfaction. Touching on satisfaction, this theory becomes important to employee performance which is human labor and of value attached, to attaining organizational objectives. As it could be said that job satisfaction determines organizational performance rather than organizational performance determining organizational satisfaction (Bakotic, 2016).

2.8.2 Herzberg's Two Factor Theory

The theory describes the categorization of attitudes by employees regarding their respective disciplines. This was done with respect to a number of factors referred to as motivators. The motivators were work, growth, recognition, career advancement, achievements, and responsibilities. The respondents had to categorize their responses to each factor as either satisfaction or dissatisfaction. Factors associated with dissatisfaction or 'hygiene' factors were those involving company policy, supervision, working conditions, interpersonal relationships and administration (Ghazi, Shahzada & Khan, 2013). This theory is particularly useful for organizational heads in knowing what working conditions need to be improved to maximize productivity. It applies in this study to the career path & mobility as far as career development is concerned and to the reward system in terms of promotion and recognition as motivators that could turn out to bring and increase employee satisfaction at the Postal Corporation of Kenya. Also applies to the relationship among co-workers and superiors in administrative connection and communication, which directly links to the contextual performance ultimately contributing to task performance hence outcome of and/or improved performance.

2.9 Conceptual Framework
Independent variable

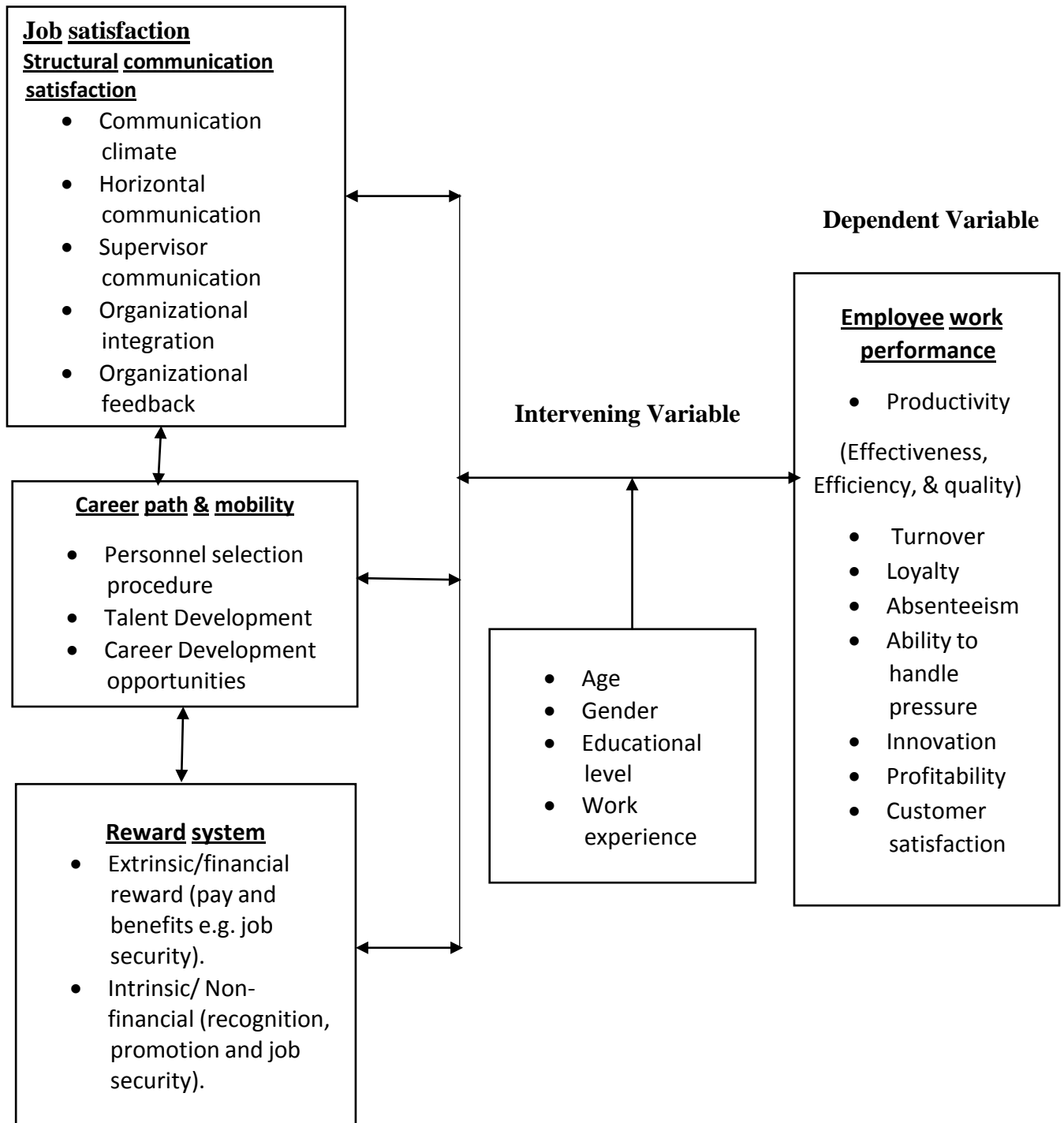


Figure 2.1 Conceptual framework showing the relationship between and among variables.

The conceptual framework is illustrated in the figure 1 above. It shows the relationship between and among variables which was measured using questionnaire tools provided for employees and their seniors. Job satisfaction here entails communication satisfaction which was measured using Communication Satisfaction Questionnaire; Career path and mobility involving personnel selection procedure, talent development, and career development opportunities, and Reward system which entails Financial/extrinsic and Non-financial/intrinsic rewards. Employee performance on the other hand was measured in terms of productivity which is efficiency, effectiveness and quality of work; turnover, absenteeism and loyalty, ability to handle pressure (workload) and customer satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the following: research design, study location, population, sampling, data collection and data analysis procedures that were used to achieve the objectives of this study.

3.2 Research Design

This study used an ex-post-facto approach in descriptive research. In this approach, the current state of the variables was taken as static since changes had already taken place and could not be affected further. The researcher therefore had to study the variables carefully for understanding of their relationships. This approach is appropriate for social research where it is impossible to manipulate human characteristics of the participants (Simon & Goes, 2013). This type of research design has the weakness of control. For this reason, intervening variables namely, age, gender, education level and work experience were included for control purposes in the study.

3.3 Study Location

This study was carried out at the Posta Kenya, within Nairobi city in Nairobi County, Kenya. This is where the general post office (GPO) is located hence, proper reflections of job satisfaction and performance relationships could be captured by the researcher in findings. There was also ease in data collection since a number of post offices are spread out within the city Centre. The post offices that participated in the research included; General Post office (GPO), City square office, Ronald Ngala office, Ngara post office, Muthaiga post office, Nyayo stadium post office and Enterprise road post office.

3.4 Target Population

The population targeted for study was the employees of the Posta Kenya at various levels of the organizational structure and their supervisors/seniors holding management positions in various departments. The target corporation had an employee population of about 3200 across the country. A minimum of 100 participants was recommended for a survey research for the purposes of statistical analysis (Fraenkel & Wallen, 2000). Thus, the researcher in

this study focused on Nairobi city Posta employees with the stated 100 minimum as the sample of the study sample which is manageable. Accordingly, 70 employees of the lower cadre and 30 seniors in supervisory roles of the management category participated in the study as constituting the study population. Therefore, two main units of respondents in this study were, the junior employees and the seniors in supervisory roles.

Table 3.1 Study population

Respondent Category	Sample	Percentage
Employees	70	70%
Seniors/supervisors	30	30%
TOTAL	100	100%

3.5 Sampling Procedure and Sample Size

The sample size of 70 employees and 30 supervisors was enough for this study. Accordingly, these were selected through stratified random sampling procedure, which implies the inclusivity aspect of ensuring all categories of employees are constituted in the sample. To ensure this, the researcher brought into consideration the intervening variables of Age, gender, education level and work experience for increased reliability and validity of the findings.

3.6 Research Instruments

The type of questionnaire used in the collection of data was a semi-structured questionnaire. Questions on factors affecting job satisfaction in the study were majorly closed questions. This was for ease of collecting and understanding the data. It is advantageous when a limited or fewer researchers are needed to administer questionnaires to large number of respondents.

The type of questions used to assess the work performance of employees in the study was the one that was used by Desler (1980) to assess work performance in a processing firm. The questionnaire contained questions with performance indicators on a scale of 1 to 5 (5 – very good, 4 – good, 3 – average, 2 – poor, 1 – very poor).

The study also used open-ended questions to get the respondents' opinions on the issues raised.

3.7 Validity and Reliability of Research Instruments

The Communication Satisfaction Questionnaire (CSQ) by Downs and Hazen (1977) has been studied as a valid and reliable instrument. The construct validity of the CSQ has been determined primarily through factor analysis. Crino and White (1981) administered the CSQ to 137 supervisors from five textile mills and found the eight factors. C.W. Downs and Hazen (1977) developed. On the other hand, Clampitt and Girard (1988) argued for a five-factor solution. Equally so the researcher focused on five factors. Evidence of concurrent validity exists. CSQ factors have been found to be highly correlated with job satisfaction (C.W. Downs & Hazen, 1977), strong predictors of organizational commitment (A. Downs, 1991; Potvin, 1991/1992), and related to turnover (Gregson, 1987) and need fulfillment (Kio, 1979, 1980). It is unrelated to demographic variable though. When it comes to reliability, Test-retest (2week interval) reliability of the CSQ was reported at .94 (Downs & Hazen, 1977). Coefficient, alpha reliabilities for its dimensions have been consistently high, ranging from .72 to .96 for studies in the United States (Potvin, 1991/1992) and Australia (A. Downs, 1991). The total satisfaction obtained from communication satisfaction dimensions shows the amount of satisfaction obtained from organizational communication in general (Downs & Hazen, 1977:66-68), which is majorly at the core of the any Postal Corporation's operations.

3.8 Piloting of Research Instruments

Other job satisfaction variables questions were borrowed randomly and constructed by the researcher to suitably achieve the objectives of the study. Thus, they were piloted. Also, Employee performance questionnaires were adopted randomly and constructed by researcher who subjected them to piloting to test their reliability, to increase validity of findings. A pilot study was conducted at Litein Postal office, Kericho County which is an upcountry located office since the study was conducted in the city which is more of an uptown setting. This assisted in issues pertaining validity and reliability.

3.9 Data Collection Procedures

The researcher applied for a research permit from the relevant authorities at University of Nairobi Department of Psychology, Research permit from the National Commission for Science, Technology and Innovation (NACOSTI), and Posta Kenya to conduct the study. This was followed by visits to other relevant heads in the organization for formal introductions. The researcher then made arrangements to get appointments for administering the questionnaires to the chosen subjects of the study.

3.10 Data Analysis

All data was collected from the respondents and analyzed. Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) software. Descriptive statistics was used to analyze the objectives. Average scores from all variables were correlated using Spearman's rank order coefficient. 0.05 significance level was used to test the hypotheses.

3.11 Ethical obligation

The researcher sought permission to carry out the study from the University of Nairobi, Department of Psychology. The researcher then applied for a research permit from the National Council for Science and Technology and Innovation (NACOSTI). Consent was also sought from the management of the Postal Corporation of Kenya to allow the researcher to collect data from the employees. The sampled respondents were informed of the nature and the purpose of the study and allowed to choose whether to participate or not. Those that chose to participate were assured that the information they provided would be treated as confidential. The researcher did not require any of them to write their names on the questionnaires.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents findings of the study on the relationship between job satisfaction and work performance of employees of the Postal Corporation of Kenya. Demographic characteristics are first presented, followed by research findings guided by the objectives of the study.

4.2 Demographic Characteristics of Respondents

The current sample size consisted of a total of 100 respondents, divided into 70 employees and 30 supervisors. Data was collected on the following sociodemographic characteristics: Age in years, gender, educational level and work experience. Demographic findings are presented in table 4.1 and 4.2 subsequently.

Table 4.1 Demographic Characteristics of Employees

Characteristics	Frequency	Percent
Gender		
Male	26	37.1
Female	44	62.9
Total	70	100.0
Age		
25-29 years	3	4.3
30-39 years	17	24.3
40-49 years	24	34.3
50-55 years	11	15.7
Above 55 years	15	21.4
Total	70	100.0
Educational Level		
No response	1	1.4
Certificate	29	41.4
Diploma	28	40.0
Degree	11	15.7
Masters	1	1.4
Total	70	100.0
Work Experience		
1-3 years	7	10.0
4-6 years	5	7.1
7-10 years	7	10.0
10-15 years	37	52.9
Above 15 years	13	18.6
Total	70	100.0
Job Satisfaction		
No response	1	1.4
Disagree	12	17.1
Neutral	14	20.0
Agree	36	51.4
Strongly agree	7	10.0
Total	70	100.0

As shown in table 4.1, majority of the employees were females (62.9%), 34.3% were aged between 40 to 49 years, 40% of the employees had attained a diploma level of education and 52.9% had worked between 10 to 15 years. Overall, 51.4% agreed that they were satisfied with their job.

Table 4.2 Demographic Characteristics of Supervisors

Characteristics	Frequency	Percent
Gender		
Male	17	54.8
Female	14	45.2
Total	31	100.0
Age		
25-29 years	2	6.5
30-39 years	8	25.8
40-49 years	9	29.0
50-55 years	9	29.0
Above 55 years	3	9.7
Total	31	100.0
Educational Level		
Certificate	4	12.9
Diploma	11	35.5
Degree	10	32.3
Masters	4	12.9
PhD	2	6.5
Total	31	100.0
Work Experience		
No response	1	3.2
Less than 1 year	1	3.2
1-3 years	4	12.9
4-6 years	5	16.1
7-10 years	5	16.1
10-15 years	4	12.9
Above 15 years	11	35.5
Total	31	100.0

As shown in table 4.2, majority of the supervisors were males (54.8%), 29% were aged between 40 to 49 years and 50 to 55 years respectively, 35.5% of the supervisors had attained a diploma level of education and 35.5% had worked for over 15 years.

4.3 Relationship between the Organizational Structural Communication Satisfaction and Work Performance of Employees

The first objective of the study was to establish the relationship between organizational structural communication satisfaction and work performance of employees.

4.3.1. Descriptive Statistics of Employees Organizational Structural Communication Satisfaction

To measure the level of employee satisfaction with organizational structural, respondents were presented with 17 items that assessed the levels of employees satisfaction with various aspects of organizational communication and feedback, on a five point likert scale (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Since there were 17 items, the highest possible score was 85 (17x5) and the lowest possible score was 17 (17x1). An individual's total score was derived from the addition of the total 17 items. The scores were then categorized into 3 levels, where scores ranging between 17-41 represented low level of satisfaction with communication, scores between 42-60 represented moderate level of satisfaction and scores between 61-85 represented high level of satisfaction. The findings are presented in table 4.3.

Table 4.3 Employees Satisfaction with Organizational Communication

Level of Satisfaction	Frequency	Percent
Low satisfaction	4	5.7
Moderate satisfaction	38	54.3
High satisfaction	28	40.0
Total	70	100.0

Findings from table 4.3 indicate that majority of the employees (54.3%) were moderately satisfied with organizational communication, while 40% had a high level of satisfaction with organizational communication.

4.3.2 Supervisors Perception of Employees Communication

Supervisors were required to indicate their perception of employees' responsiveness to directions, suggestions, criticisms and responsibility for initiating communication. The findings are presented in table 4.4.

Table 4.4 Supervisors Perception of Employees Communication

Perception	Disagree		Agree		Somewhat Agree	
	Freq	%	Freq	%	Freq	%
Responsiveness to downward direct communication	4	12.9	22	71.0	5	16.1
Reception to evaluation, suggestions and criticism	4	12.9	22	71.0	5	16.1
Responsibility for initiating upward communication	1	3.2	22	71.0	8	25.8

From the findings on table 4.4, 71% of the supervisors agreed that the employees were responsive to downward direct communication, receptive to evaluation, suggestion and criticism and responsible for initiating upward communication respectively.

4.3.3 Descriptive Statistics of Employees Performance

To measure the level of employee performance, respondents were presented with 12 items that assessed their perception on their performance at work in terms of productivity, absenteeism and loyalty, productivity and ability to handle pressure, on a five point likert scale (1- strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Since there were 12 items, the highest possible score was 60 (12x5) and the lowest possible score was 12 (12x1). An individual's total score was derived from the addition of the total 12 items; the negative worded items were reverse coded. The scores were then categorized into 3 levels, where scores ranging between 12-29 represented Poor performance, scores between 30-42 represented moderate level of performance and scores between 43-60 represented high level of performance. The findings are presented in table 4.5.

Table 4.5 Employees Level of Job Performance

Level of Performance	Frequency	Percent
Poor performance	2	2.9
Moderate performance	36	51.4
High performance	32	45.7
Total	70	100.0

As shown in table 4.5, 51.4% of the respondents had a moderate level of performance, while 45.7% had a high level of performance.

4.3.4 Hypothesis Testing

To test the hypothesis, a spearman rank order correlation coefficient was conducted to assess the relationship between organizational structural communication Satisfaction and work performance. Spearman correlation was chosen since the variables were measured at the ordinal scale. The findings are presented in table 4.6.

Table 4.6 Correlation between Organizational Communication and Work Performance

		Work Performance
Spearman's rho	Organization communication	Correlation .450**
		Sig. (2-tailed) .000
		N 70

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

There was a moderate positive relationship between organizational structural communication and work performance, $r_s(70) = .450, p < .05$. This implies that a higher levels of satisfaction with organizational communication was correlated with higher levels of work performance. Based on the findings, the null hypothesis was thus rejected.

To further answer the objective, the researcher conducted spearman rank correlations between organizational structural communication and work by performance in terms of age category, gender, educational level and work performance. The findings are presented in the subsequent tables.

Table 4.7 Correlation between Organizational Communication and Work Performance by Age Category

Age in Years			Work Performance	
25-29 years	Spearman's rho	Communication	Correlation Coefficient	.
			Sig. (2-tailed)	.
			N	3
30-39 years	Spearman's rho	Communication	Correlation Coefficient	.065
			Sig. (2-tailed)	.803
			N	17
40-49 years	Spearman's rho	Communication	Correlation Coefficient	.666**
			Sig. (2-tailed)	.000
			N	24
50-55 years	Spearman's rho	Communication	Correlation Coefficient	.907**
			Sig. (2-tailed)	.000
			N	11
Above 55 years	Spearman's rho	Communication	Correlation Coefficient	.324
			Sig. (2-tailed)	.239
			N	15

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

There was a moderate and strong positive relationship between organizational structural communication and work performance among respondents aged between 40 to 49 years and 50 to 55 years, $r_s(24) = .666, p < .05$ and $r_s(11) = .907, p < .05$ respectively.

Table 4.8 Correlation between Organizational Communication and Work Performance by Gender

Gender		Work performance		
Spearman's rho	Male	Communication	Correlation Coefficient	.648**
			Sig. (2-tailed)	.000
			N	26
	Female	Communication	Correlation Coefficient	.349*
			Sig. (2-tailed)	.020
			N	44

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

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

There was a moderate positive relationship between organizational structural communication and work performance among male respondents $r_s(26) = .648, p < .05$ and weak positive relationship between organizational structural communication and work performance among female respondents $r_s(44) = .349, p < .05$ respectively.

Table 4.9 Correlation between Organizational Communication and Work Performance by Educational level

Educational Level			Work performance	
Certificate	Spearman's rho	Communication	Correlation Coefficient	.272
			Sig. (2-tailed)	.153
			N	29
Diploma	Spearman's rho	Communication	Correlation Coefficient	.614**
			Sig. (2-tailed)	.001
			N	28
Degree	Spearman's rho	Communication	Correlation Coefficient	.701*
			Sig. (2-tailed)	.016
			N	11
Masters	Spearman's rho	Communication	Correlation Coefficient	.
			Sig. (2-tailed)	.
			N	1

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

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

There was a strong positive relationship between organizational structural communication and work performance among respondents who had attained diploma and degree levels of education, $r_s(28) = .614, p < .05$ and $r_s(11) = .701, p < .05$ respectively.

Table 4.10 Correlation between Organizational Communication and Work Performance by Work Experience

Work Experience			Work performance	
1-3 years	Spearman's rho	Communication	Correlation Coefficient	.467
			Sig. (2-tailed)	.291
			N	7
4-6 years	Spearman's rho	Communication	Correlation Coefficient	.973**
			Sig. (2-tailed)	.005
			N	5
7-10 years	Spearman's rho	Communication	Correlation Coefficient	.381
			Sig. (2-tailed)	.399
			N	7
10-15 years	Spearman's rho	Communication	Correlation Coefficient	.416*
			Sig. (2-tailed)	.010
			N	37
Above 15 years	Spearman's rho	Communication	Correlation Coefficient	.875**
			Sig. (2-tailed)	.000
			N	13

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

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

There was a strong positive relationship between organizational structural communication and work performance among respondents who had a working experience of 4 to 6 years and above 15 years, $r_s(5) = .973, p < .05$ and $r_s(13) = .875, p < .05$ respectively. There was a moderate positive relationship between organizational structural communication and work performance among employees who had worked between 10 to 15 years $r_s(37) = .416, p < .05$ respectively.

4.3.5 Relationship between the Career Path and Mobility and Work Performance of Employees

Objective two sought to establish the relationship between employee's career path and mobility and work performance. To achieve this objective, the following null hypothesis was formulated:

H₀2: There is no significant relationship between Career path and mobility and work performance of employees at the Postal Corporation of Kenya within Nairobi City.

Findings on the descriptive statistics of employees' satisfaction with personnel selection, career development and job security are first presented followed by hypothesis testing.

4.3.6 Descriptive Statistics of Employees Satisfaction with Personnel Selection Procedure

To measure the level of employee satisfaction with personnel selection procedure, respondents were presented with 6 items that assessed the levels of employees satisfaction with various aspects of personnel selection procedures, on a five point likert scale (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Since there were 6 items, the highest possible score was 30 (6x5) and the lowest possible score was 6 (6x1). An individual's total score was derived from the addition of the total 6 items; the negative worded items were reverse coded. The scores were then categorized into 3 levels, where scores ranging between 6-14 represented low level of satisfaction with selection procedures, scores between 15-24 represented moderate level of satisfaction and scores between 22-30 represented high level of satisfaction. The findings are presented in table 4.11.

Table 4.11 Employees Satisfaction with Personnel Selection Procedures

Level of Satisfaction	Frequency	Percent
Low satisfaction	14	20.0
Moderate satisfaction	50	71.4
High satisfaction	6	8.6
Total	70	100.0

Findings from table 4.11 indicate that 71.4% of employees were moderately satisfied with personnel selection procedures, while 20% had a low level of satisfaction.

4.3.7 Descriptive Statistics of Employees Satisfaction with Career Development

To measure the levels of employees satisfaction with career development, respondents were presented with 12 items that assessed their perception on their career development, on a five point likert scale (1- strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Since there were 12 items, the highest possible score was 60 (12x5) and the lowest possible score was 12 (12x1). An individual's total score was derived from the addition of the total 12 items; the negative worded items were reverse coded. The scores were then categorized into 3 levels, where scores ranging 12-29 represented low satisfactions, scores between 30-42 represented moderate level of satisfaction and scores between 43-60 represented high level of satisfaction. The findings are presented in table 4.12.

Table 4.12 Employees Satisfaction with Career Development

Level of Satisfaction	Frequency	Percent
Moderate satisfaction	40	57.1
High satisfaction	30	42.9
Total	70	100.0

From table 4.12, 57.1% were moderately satisfied with their career development and 42.9% were highly satisfied with their career development.

4.3.8 Descriptive Statistics of Employees Satisfaction with Job Security

To measure the levels of employees satisfaction with their job security, respondents were presented with 6 items that assessed their perceived job security in the organization, on a five point likert scale (1- strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Since there were 6 items, the highest possible score was 30 (6x5) and the lowest possible score was 6 (6x1). An individual's total score was derived from the addition of the total 6 items, the negative worded items were reverse coded. The scores were then categorized into 3 levels, where scores ranging between 6-14 represented low satisfaction, scores between 15-21 represented moderate level of satisfaction and scores between 22-30 represented high level of satisfaction. The findings are presented in table 4.13.

Table 4.13 Employees Satisfaction with Job Security

Level of Satisfaction	Frequency	Percent
Low satisfaction	25	35.7
Moderate satisfaction	37	52.9
High satisfaction	8	11.4
Total	70	100.0

As shown in table 4.13, 52.9% of employees had a moderate level of satisfaction with their job security, while 35.7% had low level of satisfaction.

4.3.9 Hypothesis Testing

To test the hypothesis, a spearman rank order correlation coefficient was conducted to assess the relationship between Career Path and Mobility and work performance. Spearman correlation was chosen since the variables were measured at the ordinal scale. The finding is presented in table 4.14.

Table 4. 14 Correlation between Career Path and Mobility and Work Performance

		Work performance
Spearman's rho	Career path and mobility	Correlation Coefficient .317**
		Sig. (2-tailed) .007
		N 70

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

There was a weak positive relationship between Career Path and Mobility and work performance, $r_s(70) = .317, p < .05$. This implies that a higher levels of satisfaction with career path and mobility was correlated with higher levels of work performance. Based on the findings, the null hypothesis was thus rejected.

To further answer the objective, the researcher conducted spearman rank correlations between career path and mobility and work by performance in terms of age category, gender, educational level and work performance. The findings are presented in the subsequent tables.

Table 4.15 Correlation between career path and mobility and Work Performance by Age Category

Age in Years			Work performance	
25-29 years	Spearman's rho	Career path	Correlation Coefficient	.866
			Sig. (2-tailed)	.333
			N	3
30-39 years	Spearman's rho	Career path	Correlation Coefficient	.401
			Sig. (2-tailed)	.111
			N	17
40-49 years	Spearman's rho	Career path	Correlation Coefficient	.711**
			Sig. (2-tailed)	.000
			N	24
50-55 years	Spearman's rho	Career path	Correlation Coefficient	.093
			Sig. (2-tailed)	.786
			N	11
Above 55 years	Spearman's rho	Career path	Correlation Coefficient	-.457
			Sig. (2-tailed)	.087
			N	15

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

There was a strong positive relationship between career path and mobility and work performance among respondents aged between 40 to 49 years, $r_s(24) = .711, p < .05$.

Table 4.16 Correlation between career path and mobility and Work Performance by Gender

Gender				Work performance
Spearman's rho	Male	Career path	Correlation Coefficient	.662**
			Sig. (2-tailed)	.000
			N	26
	Female	Career path	Correlation Coefficient	-.036
			Sig. (2-tailed)	.817
			N	44

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

There was a moderate positive relationship between career path and mobility and work performance among male respondents, $r_s(26) = .662, p < .05$.

Table 4.17 Correlation between career path and mobility and Work Performance by Educational Level

Educational Level			Work performance	
Certificate	Spearman's rho	Career path	Correlation Coefficient	.435*
			Sig. (2-tailed)	.018
			N	29
Diploma	Spearman's rho	Career path	Correlation Coefficient	-.279
			Sig. (2-tailed)	.150
			N	28
Degree	Spearman's rho	Career path	Correlation Coefficient	.960**
			Sig. (2-tailed)	.000
			N	11
Masters	Spearman's rho	Career path	Correlation Coefficient	.
			Sig. (2-tailed)	.
			N	1

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

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

There was a strong positive relationship and moderate positive relationship between career path and mobility and work performance among respondents who had attained degree and diploma levels of education, $r_s(11) = .960, p < .05$, and $r_s(29) = .435, p < .05$ respectively.

Table 4.18 Correlation between career path and mobility and Work Performance by Work Experience

Work Experience				Work Performance
1-3 years	Spearman's rho	Career path	Correlation Coefficient	.608
			Sig. (2-tailed)	.148
			N	7
4-6 years	Spearman's rho	Career path	Correlation Coefficient	.363
			Sig. (2-tailed)	.548
			N	5
7-10 years	Spearman's rho	Career path	Correlation Coefficient	-.160
			Sig. (2-tailed)	.733
			N	7
10-15 years	Spearman's rho	Career path	Correlation Coefficient	.254
			Sig. (2-tailed)	.130
			N	37
Above 15 years	Spearman's rho	Career path	Correlation Coefficient	.511
			Sig. (2-tailed)	.075
			N	13

The relationship between career path and mobility and work performance among respondents by work experience was not statistically significant, $p > 0.05$.

4.3.10 Relationship between Reward System and Work Performance of Employees

Objective three sought to establish the relationship between reward system and work performance. To achieve this objective, the following null hypothesis was formulated:

H₀₃: There is no significant relationship between Reward System and work performance of employees at the Postal Corporation of Kenya within Nairobi City.

Findings on the descriptive statistics of employees' satisfaction with personnel selection, career development and job security are first presented followed by hypothesis testing.

4.3.11 Descriptive Statistics of Employees Satisfaction with Reward System

To measure the level of employee satisfaction with reward system, respondents were presented with 12 items that assessed the levels of employees satisfaction with organizations reward system, on a five point likert scale (1- strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Since there were 12 items, the highest possible score was 60 (12x5) and the lowest possible score was 12 (12x1). An individual's total score was derived from the addition of the total 12 items; the negative worded items were reverse coded. The scores were then categorized into 3 levels, where scores ranging between 12-29 represented low level of satisfaction with reward system, scores between 30-42 represented moderate level of satisfaction and scores between 43-60 represented high level of satisfaction. The findings are presented in table 4.19.

Table 4.19 Employees Satisfaction with Organization Reward System

Level of Satisfaction	Frequency	Percent
Low satisfaction	43	61.4
Moderate satisfaction	21	30.0
High satisfaction	6	8.6
Total	70	100.0

From table 4.19, majority of the employees (61.4%) had a low level of satisfaction with the organization reward system, while 30% were moderately satisfied.

4.3.12 Hypothesis Testing

To test the hypothesis, a spearman rank order correlation coefficient was conducted to assess the relationship between reward system and work performance. Spearman correlation was chosen since the variables were measured at the ordinal scale. The finding is presented in table 4.20.

Table 4.20 Correlation between Satisfaction with Reward System and Work Performance

			Work performance
Spearman's rho	Reward system	Correlation Coefficient	.137
		Sig. (2-tailed)	.257
		N	70

The relationship between satisfaction with reward system and work performance was not statistically significant, $r_s(70) = .137$, $p = .257$. The level of significance was measured at 0.05 level. Based on the findings, the null hypothesis was thus accepted.

To further answer the objective, the researcher conducted spearman rank correlations between satisfaction with reward system and work by performance in terms of age category, gender, educational level and work performance. The findings are presented in the subsequent tables.

Table 4.21 Correlation between Satisfaction with Reward System and Work Performance by Age Category

Age in Years				Work performance
25-29 years	Spearman's rho	Reward system	Correlation Coefficient	.
			Sig. (2-tailed)	.
			N	3
30-39 years	Spearman's rho	Reward system	Correlation Coefficient	.324
			Sig. (2-tailed)	.204
			N	17
40-49 years	Spearman's rho	Reward system	Correlation Coefficient	.222
			Sig. (2-tailed)	.297
			N	24
50-55 years	Spearman's rho	Reward system	Correlation Coefficient	.461
			Sig. (2-tailed)	.154
			N	11
Above 55 years	Spearman's rho	Reward system	Correlation Coefficient	.424
			Sig. (2-tailed)	.115
			N	15

The relationship between satisfaction with reward system and work performance among respondents by age category was not statistically significant, $p > 0.05$.

Table 4.22 Correlation between Satisfaction with Reward System and Work Performance by Gender

Gender		Work performance		
Spearman's rho	Male	Reward system	Correlation Coefficient	.538**
			Sig. (2-tailed)	.005
			N	26
	Female	Reward system	Correlation Coefficient	-.090
			Sig. (2-tailed)	.563
			N	44

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

There was a moderate positive relationship between satisfaction with reward system and work performance among male respondents, $r_s(26) = .538, p < .05$.

Table 4.23 Correlation between Satisfaction with Reward System and Work Performance by Educational Level

Educational Level			Work performance	
Certificate	Spearman's rho	Reward system	Correlation Coefficient	-.116
			Sig. (2-tailed)	.551
			N	29
Diploma	Spearman's rho	Reward system	Correlation Coefficient	.024
			Sig. (2-tailed)	.904
			N	28
Degree	Spearman's rho	Reward system	Correlation Coefficient	.898**
			Sig. (2-tailed)	.000
			N	11
Masters	Spearman's rho	Reward system	Correlation Coefficient	.
			Sig. (2-tailed)	.
			N	1

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

There was a strong positive relationship between satisfaction with reward system and work performance among respondents who had attained a degree level of education, $r_s(26) = .538, p < .05$.

Table 4.24 Correlation between Satisfaction with Reward System and Work Performance by Work Experience

Work Experience				Work performance
1-3 years	Spearman's rho	Reward system	Correlation Coefficient	.512
			Sig. (2-tailed)	.240
			N	7
4-6 years	Spearman's rho	Reward system	Correlation Coefficient	-.895*
			Sig. (2-tailed)	.040
			N	5
7-10 years	Spearman's rho	Reward system	Correlation Coefficient	.389
			Sig. (2-tailed)	.389
			N	7
10-15 years	Spearman's rho	Reward system	Correlation Coefficient	.355*
			Sig. (2-tailed)	.031
			N	37
Above 15 years	Spearman's rho	Reward system	Correlation Coefficient	.434
			Sig. (2-tailed)	.139
			N	13

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

There was a weak positive relationship between satisfaction with reward system and work performance among respondents who had a working experience of 10 to 15 years, $r_s(37) = .355$, $p < .05$. There was a strong negative relationship between satisfaction with reward system and work performance among respondents who had a working experience of 4 to 6 years, $r_s(5) = -.895$, $p < .05$.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the findings, conclusions and recommendations of the study on the relationship between job satisfaction and work performance of employees: a case study of Posta Kenya. The chapter begins with the discussion, followed by the conclusions drawn from the discussions and finally the recommendations based on the study findings.

5.2 Summary of Key Findings

In this section, the researcher made a summary of the key findings of the research.

In terms of demographics, majority of the employees were females (62.9%), while majority of the supervisors were males (54.8%). More than half of the employees (52.9%) had a work experience of between 10 to 15 years and 51.4% agreed that they were satisfied with their job. Majority of the supervisors (35.5%) had worked for more than 15 years, while 35.5% had and 32.3 % had attained diploma and degree levels of education respectively.

Descriptive findings on the first objective established that majority of the employees (54.3%) were moderately satisfied with organizational communication, with most supervisors (71%) further agreeing that employees were receptive to the various aspects of communication in the organization. The descriptive findings further established that majority of the employees (51.4) had a moderate level of performance. Findings on the hypothesis testing established a moderate positive relationship between organizational structural communication and work performance, $r_s(70) = .450, p < .05$.

Descriptive findings on the second objective established that a significant number of employees (71.4%) were moderately satisfied with personnel selection procedures, a further 57.1% were moderately satisfied with their career development, while 52.9% had a moderate level of satisfaction with their job security. Findings on the hypothesis testing established a weak positive relationship between Career Path and Mobility and work performance, $r_s(70) = .317, p < .05$.

Descriptive findings on the third objective established that majority of the employees (61.4) had low level of satisfaction with the organization reward system, with only 8.6% being highly satisfied with the reward system. Findings on the hypothesis testing established that there was no statistically significant relationship between reward system and work performance, $r_s(70) = .137, p = .257$. However significant correlations were established among male employees, $r_s(26) = .538, p < .05$, respondents with a degree level of education $r_s(26) = .538, p < .05$ and those who had worked between 4 to 6 years and 10 to 15 years, $r_s(5) = -.895, p < .05$ and $r_s(37) = .355, p < .05$ respectively.

5.3 Discussion of the Research Findings

In this section, the researcher discusses the findings of the study in accordance to the research objectives.

5.3.1 Relationship between the Organizational Structural Communication Satisfaction and Work Performance of Employees

The first objective sought to determine the relationship between organizational structural communication satisfaction and work performance of employees. According to Gulnar (2009), communication satisfaction is taken as the satisfaction level of an employee in quantitative and qualitative aspects of interpersonal and organizational communication in the organizational environment. In the current study, satisfaction with organizational communication was assessed quantitatively with the majority of the employees indicating moderate and high levels of satisfaction 54.3% and 40% respectively. Majority of the supervisors (71%) on the other hand agreed that employees were responsive to downward direct communication as well as being receptive to evaluation, suggestions and criticism. These findings were in tandem with the study conducted by Ehlers (2003) which established that employees with high communication satisfaction level tend to respond positively to organizational decisions and managerial actions. A statistically significant moderate positive relationship was established between organizational structural communication and work performance, $r_s(70) = .450, p < .05$, implying that higher levels of satisfaction with organization communication were correlated with higher levels of work performance. These findings are supported by a similar study by Gokce (2013) which also established that

positive results have been obtained in performance, productivity, profitability and customer oriented work in organizations where employees are satisfied with communication. A moderate and strong positive relationship between organizational structural communication and work performance among respondents aged between 40 to 49 years and 50 to 55 years, $r_s(24) = .666, p < .05$ and $r_s(11) = .907, p < .05$ respectively. These findings concur with the findings conducted by Fu and Mount (2002), which established that age was one the defining socio-demographic characteristics of horizontal communication dimension and that older workers had higher level of communication satisfaction than younger ones, however these findings contradict the findings by Sarker, Parkpoom & Alf Crossman (2003) who indicated that employee age is not significantly associated with overall job satisfaction level. In terms of gender differences, the current study established a moderate positive correlation for the male respondents and a weak positive correlation for the female respondents, $r_s(26) = .648, p < .05$ and $r_s(44) = .349, p < .05$ respectively. Similar findings were established by Sarker, Parkpoom, & Alf Crossman (2003), who also found stronger relationship with satisfaction among males than females.

5.3.2 Relationship between the Career Path and Mobility and Work Performance of Employees

The second objective sought to establish the relationship between career path and mobility with work performance of employees. Eun, Sohn & Lee (2013), in their study indicated that Self-regulated decision makers are more satisfied than those who choose careers that don't agree with their interests and skillset, this aspect is brought out by findings of the current study, which established that a significant number of employees (42.9%) were highly satisfied with their career development, while the remaining 57.1% had a moderate level of satisfaction. A further 35.7% of the employees indicated that they had a low level of satisfaction as far as their job security was concerned. This notion can be explain by Yousef (1998), who noted that employees are more likely to remain committed and motivated to a company that exhibits stability in its hiring practices as opposed to one that has a history of laying off people regularly or sporadically. A weak positive relationship was further established between Career Path and Mobility and work performance, $r_s(70) = .317, p < .05$, which implies that higher levels of satisfaction with career path and mobility was correlated with higher levels of work performance. This finding is also supported by a study conducted

by Fiaz Mahmood Qamar and Qadar Bakhsh Baloch (2011) who revealed that both promotion and job performance were positively correlated. The current study also established a positive significant relationship between career path and mobility and work performance among male respondents, $r_s(26) = .662, p < .05$, while a negative relationship that was not significant was established among female respondents, $r_s(44) = -.036, p > .05$. These findings concur with the study conducted by Maume Jr. (1999), who established that women in male-dominated occupations do not move up the career ladder, but rather are pressured to move out of these positions. Additionally, on the relationship between gender dynamics in the work setting and individual career paths, in the presence of controls, percentage of males in the occupation was positively related to men's chances of receiving a wage promotion, while for women, occupational segregation positively influenced movement to joblessness. Strong positive significant correlation was established for employees who had attained a degree level of study $r_s(11) = .960, p < .05$, compared to the moderate correlation established for respondents who had attained a certificate level of education. The current finding agree with a study by Wittekind, Raeder, & Grote (2010) who noted that employees with a higher level of education often indicate a higher confidence in finding a new job on the internal and external labour market. Additionally and increase in educational specialization usually resulting from earning a higher educational degree might strengthen the boundaries surrounding one's occupation (Kornblum, A., Unger, D., & Grote, G, 2018).

5.3.3 Relationship between Reward System and Work Performance of Employees

The third objective sought to establish the relationship between reward system and work performance of employees. Findings on the level of satisfaction with organization reward system indicated that majority of the employees (61.4%) had a low level of satisfaction with the reward system. Past studies on the other hand point to the fact that employees are satisfied with companies where the authorities recognize good work done by employees, both in terms of finances and recognition (Mustapha, 2013; Sajeve, 2014). Findings on the hypothesis testing established a weak positive correlation between satisfaction with reward system and work performance, however the relationship was not statistically significant, $r_s(70) = .137, p = .257$. A similar study by Du and Zhao (2010), established a significant

relationship between pay satisfaction and job performance. A more recent study by Idemobi, Ngige, and Ofili (2017) on the relationship between reward system and organizational performance, also found that organizational reward system had a significant effect on worker's productivity. The current study further established a significant moderate positive correlation between Reward System and Work Performance of male employees, $r_s(26) = .538, p < .05$. This finding is supported Lauren Deegan (2019) who asserts that men tend to be most invested in their pay and benefits, advancement and professional success, and authority and overall status compared to their female counterparts who are more likely to value professional relationships, excellent communication and collaborations with colleagues at work. The current study further established a strong positive relationship between satisfaction with reward system and work performance among respondents who had attained a degree level of education, $r_s(26) = .538, p < .05$. This implies that employees who are more educated are likely to value rewards as part of their job performance. Similarly, study by Gonzalez and Sanchez (2016), found out that employees with lower educational levels are more affected by the lack of job opportunities and more likely to express gratitude for the job they have been able to secure and maintain.

5.4 Conclusion

This study was undertaken to establish the relationship between job satisfaction and work performance of employees: a case study of Posta Kenya. The conclusions presented are drawn from the study objectives.

The study findings conclude that majority of the employees and supervisors are satisfied with the level of communication in the organization. The study also concludes that organizational communication is a significant factor in employee work performance having established positive significant correlations.

The study findings conclude that career path and mobility is positively correlated to job performance. However, male employees are more likely to indicate a positive association between career mobility and job performance than female employees. This indicates that male employees are more likely to get more opportunities to advance in their career paths.

The study findings established that the employees had low levels of satisfaction with the reward system employed in the organization. The study findings could not make a substantial conclusion on the relationship between reward System and Work Performance for the combined group, since the relationship between the variables was not statistically significant. However, a significant relationship was established for male employees and those who had attained a degree level of education. Male and educated employees were therefore more likely to associate job performance with reward system, a finding that was also supported by previous studies.

5.5 Recommendations

Considering the significant role played by communication in enhancing job performance, organizations should adopt more effective communication strategies that encourage coordination between the employees and supervisors. The study also recommends that the policy makers in organizations adopt gender inclusive policies that provide for equal opportunities to both male and female employees in career development and mobility. Finally, the study recommends that organizations review their policies on rewards and recognition to ensure openness and consultation in that process.

5.6 Suggestions for further research

This study focused on one corporation, the Postal Corporation of Kenya and only one variable, job satisfaction and its effects on work performance. There were obvious limitations both in scope and variables examined. The researcher therefore recommends further study on the following areas to address these limitations:

- i. A similar study should be replicated in other organizations across the Country to establish whether job satisfaction has an influence on job performance in other sectors and regions with different sociodemographic characteristics.
- ii. An exploratory study should be conducted to establish other significant variables in organizations associated with job performance.
- iii. It is recommended that intervention studies be conducted that are geared towards enhancing job satisfaction and job performance.

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APPENDICES

APPENDIX I: Questionnaire

Dear Respondent,

I am Kevin Kiprop Mutai, a Master of Psychology student at the University of Nairobi. I am carrying out a research study on, “**the Relationship between job satisfaction and employee performance at the Posta Kenya.**” This is part of the fulfillment for the Award of a Master degree in Industrial and Organizational Psychology. Kindly respond to the questions herein, in the most sincere way possible. The purpose of this questionnaire is to gather information from the employees of Posta Kenya. All responses will be treated confidentially, and your name is not required anywhere in this questionnaire. Thanks in advance for your cooperation.

Instructions

Fill the needed information in the spaces provided or put a tick [] beside the selected response.

SECTION A

Personal Information

1. Age in years (tick)

18-24

25-29

30-39

40-49

50-55

above 55

2. Gender

Male

Female

3. Educational level

Certificate

Diploma

Degree

Masters

PhD

Other, Specify-----

4. Work Experience at Posta Kenya.

- Less than 1year []
- 1-3yrs []
- 4-6yrs []
- 7-10yrs []
- 10-15yrs []
- Above 15yrs []

5. State the department to which you belong and your position.

Department-----My Position/Designation.....

SECTION B

JOB SATISFACTION

1. Kindly respond to the statements in the table below by Ticking as appropriate.

SD= Strongly Disagree D= Disagree N= Neutral (Neither agree nor Disagree)
A= Agree SA= Strongly Agree.

Satisfaction with Communication.

Communication Climate	SD	D	N	A	SA
Attitudes towards communication in the company are basically healthy.					
The company’s communication makes me identify with it or feel like a vital part of it.					
Company’s communication motivates and stimulates enthusiasm for meeting its goals.					
Horizontal Communication					
Work group is compatible (workers cooperative).					
Communication with other employees is active and accurate.					
It is easy to get along with my colleagues.					
People in my department communicate sufficiently with one another.					
Supervisor/Seniors Communication					
My superior trusts me.					
My supervisor is open to ideas.					
Supervisor offers guidance for solving job related problems.					
My supervisor knows and understands the problems I face.					
My supervisor actively listens to my suggestions.					
It is clear to me what my supervisor expects of me regarding my job performance.					

My supervisor provides me with actionable suggestions on what I can do to improve.					
When I have questions or concerns, my supervisor is able to address them.					
My supervisor is open and approachable.					
My supervisor asks of my input on decisions that affect my work assignments and/or department.					
My supervisor listens to my concerns.					
My supervisor provides me adequate direction in order for me to know what is expected of me.					
My supervisor provides me with adequate feedback on my job performance.					
My supervisor keeps me informed of what is occurring throughout the organization.					
My supervisor meets regularly with me.					
Because of my supervisor, I understand the importance of my position in achieving the organization's goals.					
Organizational Integration					
I get information about my benefits and pay.					
I get Information about the requirements of my job.					
I get information about company's policies and goals.					
I get information about changes within organization.					
I get information about accomplishments or failures of the company.					
The company clearly conveys its mission to its employees.					
The company clearly conveys its mission to its clients.					
I agree with the company's overall mission.					
I understand how my job aligns with the company's mission.					
I feel like I am part of the company.					
Organizational/Individual Feedback					
My efforts are recognized.					
Information about how I am being judged.					
Information about how my job compares with others.					

2. Satisfaction with Personnel Selection Procedures

To what extent do you agree with these statements (**SD**= Strongly Disagree **D**= Disagree **N**= Neutral **A**= Agree **SA**= Strongly Agree). Place a tick in the appropriate box.

	SD	D	N	A	SA
It was easy to find all the information regarding my current position.					
I got all the responses I needed from the recruiter.					
I was happy with the time between application and					

response.					
I feel I was happy with the time between the interview and feedback.					
Overall, I'm satisfied with the recruitment and hiring process at Posta Kenya.					
The recruiter was helpful throughout the hiring process.					

How can Posta Kenya, in your opinion, improve the hiring process?

N/B: Above questions of Recruitment Satisfaction Survey, help get valuable insights into employee's Talent Acquisition Strategy hence important in career path and mobility.

3. Career Development Questions (reflect turnover and loyalty possibilities)

	SD	D	N	A	SA
My job gives me the opportunity to learn.					
I have the tools and resources I need to do my job.					
I have the training I need to do my job.					
I am aware of the advancement opportunities that exist in the company for me.					
I feel underutilized in my job.					
The amount of work expected of me is reasonable.					
I enjoy my current career.					
I see myself working for the company for the next 5 years.					
I would like to move into more senior positions in the company.					
My career enables me to make significant contributions to society.					
My education and training are not tailored for the current career.					
I am considering changing my career.					

4. Organization's Reward and Recognition System

In your experience at Posta Kenya, to what extent do you agree or disagree with the following statements? (Indicate using a tick under the initials: **SA** =Strongly Agree; **A**= Agree; **N** = Neutral; **D**= Disagree; **SD** =Strongly Disagree).

	SD	D	N	A	SA
The criteria for the recognition programs have been clearly explained to me.					
It doesn't take much time and effort to nominate employees for an award.					

The recipients of the employee awards are adequately publicized.					
I am aware of the gift awards associated with the program.					
I can select an award, if recognized, that will have value to me.					
Co-workers and peers recognize employees who make a difference.					
There is recognition of an employee for the years of service to the company.					
I receive the right amount of recognition for my work.					
I am satisfied with my current job at Posta Kenya.					
My salary matches my current position and responsibilities.					
My level of satisfaction has gone up within the past 6 months.					
I am satisfied with the current rewards and recognition programs offered by Posta Kenya.					

5. Job security

	SD	D	N	A	SA
I feel totally secure in my job.					
If I get a similar offer in another company, I will consider leaving.					
If I get a better offer in another company, I will consider leaving.					
There have been layoffs in the company within the last 5 years.					
I am comfortable with the disciplinary process in the company.					
Employees are given a fair hearing in a plenary to determine dismissal or retention.					

SECTION C: EMPLOYEE PERFORMANCE

1. Productivity.	SD	D	N	A	SA
Performance is always effective as we ensure we are the right people for the intended work.					
There is efficiency, with the least waste of time and effort as we ensure to do things right.					
The work done in this company is always of high quality.					
2. Absenteeism and Loyalty.					
I have ever been absent without official leave.					
I am frequently absent from work.					
The same problems I face are usually the reason for my					

absenteeism.					
3. Innovation and Profitability.					
I identify/look for a job to be done for the target customers always.					
I am patient for growth but impatient when it comes to making progress.					
4. Ability to Handle Pressure.					
I feel like there is too much work for me.					
I remain calm always when stressed and avoid letting it show too much.					
I stay focused on what needs to be accomplished regardless of a day being stressful.					
I help others to get through their taxing day or struggles in the course of work.					

Any other comments.....

Thank you for your time.

APPENDIX II: Questionnaire for Supervisors/Seniors in Management.

Dear Respondent,

I am Kevin Kiprop Mutai, a Master of Psychology student at the University of Nairobi. I am carrying out a research study on, “**the Relationship between job satisfaction and employee performance at the Posta Kenya.**” This is part of the fulfillment for the Award of a Master degree in Industrial and Organizational Psychology. Kindly respond to the questions herein, in the most sincere way possible. The purpose of this questionnaire is to gather information on issues affecting the Posta Kenya Corporation. All responses will be treated confidentially, and your name is not required anywhere in this questionnaire. Thanks in advance for your cooperation.

Instructions

Fill the needed information in the spaces provided or place a tick [] where appropriate.

SECTION A

Ha Personal Information

1. Age in years

18-24 []

25-29 []

30-39 []

40-49 []

50-55 []

Above 55 []

2. Gender

Male [] Female []

3. Educational level

Certificate []

Diploma []

Degree []

Masters []

PhD

Other, Specify-----

4. Work Experience at Posta Kenya.

Less than 1year

1-3yrs

4-6yrs

7-10yrs

10-15yrs

Above 15yrs

5. State the department to which you belong and your position.

Department _____

My Position/Designation _____

SECTION B

Kindly respond to the following appropriately:

Innovativeness

a) I keep deadlines tight and decision makers focused.

Disagree Agree Somewhat Agree

b) I am patient for growth but impatient for profits.

Disagree Agree Somewhat Agree

Relationship with Subordinates (Communication).

a) Employees are responsive to downward directive communication

Disagree Agree Somewhat Agree

b) Subordinates are receptive to evaluation, suggestions and criticism

Disagree Agree Somewhat Agree

c) Subordinates feel responsible for initiating upward communication

Disagree [] Agree [] Somewhat Agree []

SECTION C

1. Have any of your employees been lured to other firms?

Yes [] No []

2. If yes, what do you say are some of the reasons for the shift to other opportunities?

3. How does your department try to address/respond to employees change to other firms to minimize turnover in line with Postal guidelines?

4. Do you receive complaints from your employees?

Yes [] No []

5. If yes, what are some of the complaints?

6. Do you receive complaints/dissatisfaction/negative reviews from your customers?

Yes []

No []

7. If yes, what are some of the concerns?

8. Do you get positive reviews from your customers?

Yes []

No []

8. If yes, what are some of the reviews?

9 How many of your employees have been summoned for disciplinary issues in the last 6 months at your department?

10 What were the issues?

11 Your organization deals in courier/money transfer/mail services. Which of these sectors are performing well?

12 Have they recorded a profit or loss in the last financial year?

Profit []






Loss []

13 What do you recommend to be done in your organization?

Any other comments.....

Thank you for your time.

APPENDIX III: Research permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 286561	Date of Issue: 23/October/2019
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This is to Certify that Mr. KELVIN MUTAI of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK PERFORMANCE OF EMPLOYEES – A CASE STUDY OF POSTA KENYA for the period ending : 23/October/2020.	
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APPENDIX IV: Turnitin Report