

**JOB SATISFACTION AMONG MANAGEMENT LEVEL  
EMPLOYEES IN THE GENERAL AVIATION SECTOR:  
CASE OF FLIGHT TRAINING CENTRE**

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## DECLARATION

This project is my own original work and has not been presented in any other university.

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D68/6906/2017

Signature



Date: 02<sup>ND</sup> August, 2021

This project has been submitted for examination with my approval as supervisor.

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## **LIST OF ABBREVIATIONS**

AMO	Ability Motivation Opportunity
ATO	Approved Training Organization
FTC	Flight Training Centre
BO	Behavioral operations
HR	Human Resource
HRM	Human Resource Management
ICAO	International Civil Aviation Authority
KAA	Kenya Airport Authority
KCAA	Kenya Civil Aviation Authority
KQ	Kenya Airways



## **ABSTRACT**

As the aviation industry grows globally, the general aviation segment in Kenya has made tremendous development both in air traffic and investment. The gains, however, have led to an increased pressure on management level personnel. The main objective of this research was to examine the factors affecting job satisfaction among management level employees in general aviation industry in Kenya. Specifically, the research examined the levels of job satisfaction among management employees, analysed factors affecting management level employees and challenges facing management level employees. Two-factor theory, ability motivation opportunity theory, theory of action acted as the guide and anchoring theories for the research. The research adopted a case study design and the tool used for data collected was a self-administering questionnaire. The collected data was analysed using descriptive and inferential analysis and findings of the research were presented on tables. The findings indicated that employee welfare, psychological contracts, work policies, in this order, have a significant impact on job satisfaction levels among management employees, a highly regulated work environment has no impact. The research recommended a review of the corporate human resource policies to provide guidelines on how to inspire, speak and listen to the employees. Further recommendation of the research was to break down company objectives into measurable targets for the management employees to be able to measure performance.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The envisaged growth owing to the heavy investment in the aviation industry globally, has brought to the fore the value of effective managers, upon whom heavy responsibilities has been placed. Consequently, these resources and investments have led to the renewed interest on the continuous wellbeing of the management employee. This is because management level employees are tasked with developing strategies for efficient resource management, for profit maximization.

The environment of business operations is changing every day (technology, globalization), so is the nature operations (network structure, lean manufacturing) and repertoire of tools (forecasting methodologies, capacity planning), yet people (labour) has not changed. Skilled labour is still sort after in areas such as finance, building & construction, behaviour has been largely neglected.

Introduction of behavioural operations (BO) has replaced the traditional operations management. Behavioural operations treats human behaviour as integral part of the functioning and performance of operating system, which is closely related to job satisfaction.

Ganesan, (2018), argues that job satisfaction is a highly multifaceted subject, since it is linked to various other casual factors such as social, intellectual, individual, monetary, and even household issues. The outcomes of job satisfaction include better performance and a reduction in withdrawal and counter-productive behaviours. Job satisfaction involves employees' affection or emotions; it influences an organization's well-being with regard to job productivity and life satisfaction. Research on job satisfaction is important since as it

helps to highlight various employee preferences, in a variety of sectors, ranging from manufacturing, industry, aviation, science and even the service industries.

With expansion of fleet and air logistics (International Civil Aviation Authority ICAO 2019), behavioural operations has faced a myriad of challenges in managing personnel such as increased remote or bush flying requiring flight crew to be away from home for extended periods, working in punishing environment such as war tone countries, increased flying hours leading to fatigue.

### **1.1.1 Job Satisfaction**

Lalitamishra, (2018) define job satisfaction as the feeling and attitude that one has towards their job, further stating that it is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. With a background of increasing local and global competitiveness, it is crucial for any organization, including those in developing countries with limited skills resources, to ensure it consistently develops and retains a loyal workforce.

In a study done in Pakistan by, Mohamad and Daud, (2018) concluded that satisfaction and dissatisfaction does not only depends on the nature of the job being done. Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction. Job satisfaction is complex phenomenon with multi-facets; it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment.

Govindasolai and Karuppasamy, (2017) found in India that the real basis of employee satisfaction is that among all the assets of an organization, human resource is the most

significant and precious asset which is essential for operation of all other resources of the organization. Human resource is satisfied in terms of their jobs, and then only productivity level goes up. Mhlanga, (2017) found that the aviation industry is classified as one of the sectors that has taken up the highest number of youths freshly employed in the industry, the biggest emerging challenge being how to satisfy this group of employees.

Managers are organizational members who are responsible for the work performance of other organizational members. In the aviation industry, it is thought that managers have formal authority to use organizational resources and to make decisions. In organizations, there are typically three levels of management: top-level, middle-level, and first-level. These three main levels of managers form a hierarchy, in which they are ranked in order of importance. In most organizations, the number of managers at each level is such that the hierarchy resembles a pyramid, with many more first-level managers, fewer middle managers, and the fewest managers at the top level. Few organisations have adopted the newer flat organization structure.

### **1.1.2 General Aviation Sector**

General Aviation is defined by ICAO as all civil aviation operators other than scheduled air services and non-scheduled air transport operations for remuneration. It is important to note that general aviation is an extremely competitive and safety-sensitive service industry. General aviation aircraft range from turbo props, gliders, powered parachutes, rotorcraft and corporate business jets. The majority of the Kenya's air traffic falls into this category and most of the world's airports serve general aviation exclusively. The general aviation covers a large range of activities both commercial and non-commercial, including flying clubs, balloon flying, flight training, business flying/charter, aerial work, remotely piloted aircraft systems

and aircraft maintenance operations. It includes recreational flying for sport, business or pleasure, as well as aircraft homebuilding and aviation for recreation.

### **1.1.3 Management Level Employees**

Managers are organizational members who are responsible for the work performance of other organizational members. In the aviation, industry managers have formal authority to use organizational resources and to make decisions. In most organizations in general aviation, the structure is constituted in hierarchal order as follows accountable manager, head of operations, head of safety and security, head of maintenance, head of quality, chief flight instructor, chief ground instructor and chief aircraft maintenance engineer instructor.

### **1.1.4 Flight Training Centre**

Flight Training Centre (FTC) was founded in April 2008 as a business name and was incorporated as a limited company on the 6<sup>th</sup> of June, 2010. Through the issue of an Approved Training Organization (ATO) certificate by Kenya Civil Aviation Authority (KCAA), the school is able to provide flight training in all areas as stipulated under ATO. Such services include initial ground school flight training, instrument rating single/multi, multi engine training and foreign license conversion among other forms of training as needs arise. The centre has a fleet of 20 aircraft that serve the purpose of flight training.

The FTC has its main base at Wilson Airport and two satellite bases in Malindi and Kijipwa in Mombasa County. The FTC philosophy is giving its students genuine operational capability by teaching them effective and adaptable process or procedures, together with good and confident command skills. All these are taught and then practiced through planned exposure to various conditions and situations. Apart from offering initial aircraft pilot training

programs, FTC offers advanced courses in jet, turbo prop and piston type rating programs and pilot soft skills training such as crew resource management, safety and emergency procedures, performance-based navigation theory and many other programs.

## **1.2 Research Problem**

Individuals are the biggest and most treasured asset of any establishment. Skilled and motivated and motivated work force create or generate profits from other institutional resources. Consequently, any successful entity must not only endeavour to lure skilled workers, but it must also actively build and maintain their motivation to work in the changing business environment. Some factors that influence job satisfaction in the aviation business include long working hours, poor working atmosphere and fewer benefits for advancement

Wilson Airport being the hub of general aviation, in 2018 it had a throughput number of 80,243 passengers- the third largest in among Kenyan international airports and a total aircraft movement of 9612, the biggest number 9816 being in Jomo Kenyatta International Airport (Air Traffic Analysis Kenya Airport Authority, 2018). These figures give a representation of the market segment general aviation operations represent. The gradual growth in general aviation operations has been greatly credited to activities such leisure flying (tourist), growth in training activities and maintenance activities (KAA, 2018).

Aviation sector in Kenya has been frequently hit by various challenges emanating from employees concerning their dissatisfaction with issue of poor salary, which has led to low morale and job satisfaction both in flight deck and ground crew (Farah, Munga & Mbebe 2018). Besides the salary issue, other challenges include poor working conditions, job satisfaction, and the lack of medical services, delayed salaries, and unfair treatment amongst employees within the same organization where some receive better treatment.

The research seeks to delve deeper into nature of operations in general aviation specifically in human relations and employee well-being. As opposed to simply setting tasks and demanding that they be completed, the behavioural-style of management helps create conditions that keep workers satisfied and motivated .A proposed merger between Kenya Airways (KQ) and KAA, to have the former take over and manage all aviation related activities at JKIA has led to industrial action by airport workers. The workers airport staff took industrial action to oppose takeover by KQ. The KQ and KAA predicament depicts how important the human resource aspect is crucial in operational success in large or small enterprise, Mwangi, J.W and Kinyanjui, D (2019).

### **1.3 Objective of the Study**

Main objective of this research was to examine the factors affecting job satisfaction among management level employees in the general aviation industry in Kenya, using the case of FTC. The specific objectives were to:

- i. Determine the levels of job satisfaction among management level employees at FTC.
- ii. Analyse the factors influencing job satisfaction levels among management employee at FTC.
- iii. Investigate the challenges faced by management level employees at FTC.

### **1.4 Value of the Study**

The results of this study along with the trends in general aviation will help identify job satisfaction levels and factors affecting job satisfaction among managers in the aviation sector, specifically general aviation. The findings will be useful to the aviation sectors of Kenya, when it comes to administrative decision-making actions, aimed at improving employee job satisfaction, through introduction of knowledge, which will strengthen

employee satisfaction and enhance performance. Academicians interested in aviation industry will find the findings useful as it would provide much needed insight into the management practises in the sector.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this chapter, the literature with respect to job satisfaction is reviewed. Specifically, the chapter deals with theoretical framework and empirical review of past studies as well as identification of gaps in these studies.

### **2.2 Theoretical Framework**

This study will be founded on, Two-factor theory, Ability Motivation Opportunity theory (AMO) and Theory of Action. The two-factor theory of motivation explains the factors that employees find satisfying and dissatisfying about their jobs; AMO looks into the improvements in predictive power achievable by incorporating an ‘ability’ concept and of facilitating conditions or ‘opportunity’ to perform the behaviour into the model; whereas theory of action points that people have mental maps with regards on how to act in situations.

#### **2.2.1 Two-Factor Theory**

The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. (Herzberg, 1959). The purpose of behavioural operations is to bring people issue back into management and provide an interface to organizational behaviour and human resource management with the aim of realising human culture.

The theory identify factors related to BO, individual decision bias due to cognitive limitations, individual behaviours in the context of social interactions driven by social goals

and collective behaviours in a population resulting from culture transmission and evolution.  
(Chopra,S.,W. Lovejoy, C. Yano. 2004)

Alshmemri, M., Shahwan-Akl, L. & Maude, P. (2017), revealed that motivation of employees is very different from a reduction in job dissatisfaction. A reduction in job dissatisfaction will not necessarily enhance motivation but merely reduces employee levels of dissatisfaction.

In fact, the model of job-characteristics is founded on the premise that individuals will respond differently to a similar job and there is a possibility of altering characteristics of a job to increase satisfaction, motivation and performance. Research on characteristics of jobs was initially concerned with the association between certain objective attributes of activities or tasks (such as amount of level of autonomy, task variety, amount of interaction needed to perform task or activities) and the opportunities for level of knowledge, optional interaction and required skills, job holder's amount of responsibility entrusted in him or her and employee reactions to the activities or tasks. Five work features were developed in later study: identity of task/activities, autonomy, variety, significance of tasks and job-based feedback.

Generating successful innovations can be a challenge and a number of organizations underestimate the importance of providing employees with possibilities to increase their innovative behaviour. The knowledge and attitudes towards the business and subsequently the organizational goals can be critical for a successful innovation and a resulting competitive advantage (Kehoe & Wright, 2010)

In the Kenyan perspective, the general aviation industry has now deliberately sought to motivate their management level employees in order to get the best out of them and to stay competitive so that their business can grow. This has led to mid-level managers to employ all sorts of techniques to motivate and satisfy their personnel. The conclusion that to be drawn from this theory is extremely influential and still forms the bedrock of good motivational practices among management level employees in the general aviation industry in Kenya today.

### **2.2.2 Ability Motivation Opportunity Theory**

The AMO theory was put forward by Ölander and Thøgersen in 1970. They pointed to the improvements in predictive power achievable by incorporating an ‘ability’ concept and a concept of facilitating conditions or ‘opportunity’ to perform the behaviour into the model. Drawing on the classical AMO framework, it allows employees to possess abilities, motivation and be given opportunity to perform, Ahmad (2018).

The literature review here is based on the assumption that, commitment alone is not enough to fully stimulate the innovative behaviour of employees. It is believed to be a fundamental component to shape, develop and guide the attitudes and behaviours, resulting in employees’ eagerness to devote discretionary efforts (Ling & Nasurdin, 2010)

The AMO effectively enhance employees’ innovative behaviour to increase their abilities, motivation, and opportunities to participate, as these are critical to direct the discretionary efforts towards a desired outcome. Current literature has focused on human resource practices and systems to influence employees’ behaviour to increase the company’s performance (Boselie, 2010). Literature shows it is possible for companies to raise employees’

commitment with the help of human resource practices by influencing their attitudes and behaviours towards the company (Farndale, Hope-Hailey & Kelliher, 2011).

### **2.2.3 Theory of Action**

Theory of action described by Argyris and Schon (1974) and according to Nilsson (2017); people have mental maps with regards on how to act in situations. This involves the way they plan, implement, and review their actions, these maps guide people's actions rather than the theories they explicitly espouse.

Nilsson, (2017) further found that fewer people are aware of the maps or theories that they use. When someone is asked how they would behave under certain circumstances, the answer they usually give is their espoused theory of action for that situation. This is the theory of action to which he gives allegiance, and which, upon request, he communicates to others. However, the theory that actually governs their actions is this theory-in-use.

Raza, Kanwal, Rafique, Sarfraz, and Zahra, (2017) posits that while looking at factors affecting effective internal communication among customer service employees, a distinction of the extent to which behaviour fits espoused theory and whether inner feeling becomes expressed into action should be made. Raza et al, advance the argument that for effectiveness then there should be a correspondence between the two.

A gulf between espoused theory and theory in use is not a bad thing, it only gets worse when the difference is too wide, when the two remain connected then the gap creates a dynamic for reflection and dialogue. Raza et al, (2017) therefore reviewed three elements that can be used to fully appreciate theory in use. The first one is the governing variables which can be looked at as those dimensions that people are trying to keep within acceptable limits. The second are

the action strategies-: these are the moves and plans used by people to keep their governing values within acceptable range. Lastly are the consequence, this is what happens because of an action. Mohamad and Daud, (2018), reveal that consequences of a strategy are what a person wants while forming the mental maps. When there is a match between an intention and an outcome, a theory in use is usually confirmed, at times there might be a mismatch between the intention and outcome.

Cases of incorrect action taken by personnel in different levels in the various sectors of the aviation have led to catastrophic losses. With bilateral or multilateral air service agreement that have liberalized local and international markets, there was increased risk of accidents due to increased traffic. Decision making under high stress has contributed to 19.4 percent of aircraft accident and incidents in Africa (ICAO 2015). Cases of deviation from standard operating procedures or poor policies as demonstrated by the Kenya airway's crash in Cameroon, Doula, where the crew continued to take off even when weather minimums would not allow.

The study revealed that it is important to articulate a theory of action at a programme's design stage. It is, therefore, crucial to articulate the theory of action for a programme from an evaluation perspective, thus the mid-level managers implement and evaluate aviation policies on behalf of clients.

Finally, this study found that the notion that compared with more conventional motivation factors, senior management employee related action is strongly associated with employee commitment. This finding was found to be especially prominent at lower hierarchical levels within the aviation sector when it comes to new airlines. It is suggested that senior

management theory-of-action can inhibit or facilitate the maintenance and growth of employee commitment.

## **2.3 Empirical Review**

The section below outlines related studies on job satisfaction. Specifically, the section looks into levels of job satisfaction among management level employees; challenges faced by management level employees; and factors influencing management level employee's job satisfaction.

### **2.3.1 Levels of Job Satisfaction Among Management Employees**

Human factors are widely considered critical in aviation safety and effectiveness. Pilots are faced with challenges in continuous development of improved and more complicated technology and aircraft, large amounts of information (safety bulletins, aircraft manufacturer recommendations) and a steady growth in the amount of daily flight activities.

Mhlanga, (2017) argues that the aviation industry is classified as one of the sectors that has taken up the highest number of youths freshly employed in the industry, but the biggest emerging challenge is how to satisfy this group of employees. Employee satisfaction is the satisfaction of employees with their jobs or the degree to which employees like their jobs, Spector, (2007). Overall job satisfaction and elements of employee satisfaction were traditionally emphasized as important elements of organizational management, behaviour and development.

On the other hand, job satisfaction elements can be considered in relative terms, as proposed in the equity theory in which employees evaluate the fairness of exchange and base their

satisfaction-related elements on the comparison of the ratio of personal outcomes (pay, recognition, job satisfaction, opportunity, and advancement) and personal inputs (time, effort, knowledge and skills) with the ratio of reference group outcomes and inputs (Mulej, 2006).

Gerhart and Rynes, (2003) notes, that, employee satisfaction can be related to firm performance in terms of growth. The practices of managing human resources show that the possibility of education, adequate pay, benefits, continuity of employment and the right approach to employees encourage a high level of employee motivation and their willingness to invest in their own knowledge and skills.

Gerhart and Rynes, (2003), found that improving the satisfaction of workers is a central task of management since satisfaction creates confidence, loyalty, and consequently improved quality in the output of employees. Top management's commitment to improving employee satisfaction takes into account factors that affect employee satisfaction and can encourage employees to improve the performance of their tasks and boost the level of their work performance, which can in turn contribute to the company's growth.

In East Africa, the general aviation sector is considered one of the fastest growing industries in Africa today. From being primarily a government-owned industry, the Kenyan general aviation sector is now dominated by privately owned full service and low-cost carriers. Therefore, in the Kenya perspective, most employees are attracted to general aviation as it is considered a highly prestigious, challenging and financially rewarding job, especially when it comes to the top-level managers.

In assessing the levels of job satisfaction among management level employees, this study found that among all the assets of an aviation organization, human resource is the most significant and precious assets, which is essential for healthy operations of all other resources of the organization. Therefore, when all the human resources personnel are satisfied in terms of their jobs, then productivity level goes up. Thus, in the context of Kenya, the management level employees in the general aviation who have higher job satisfaction are usually less absent, most likely to display higher organization commitment and more likely to be satisfied with their both personal and professional lives.

This study further found that some factors influencing job satisfaction when it comes to the management level employees in the general aviation sector-; they include pay and benefits, opportunity for work-family life balance, fair performance appraisal, regular promotions, career projection opportunities, proper reward, recognition, leadership, proper working conditions, autonomy of work, among many other key factors. Job satisfaction of management level employees in the general aviation sector involves complex variables, circumstances, opinions and behavioural tendencies, and a variety of work-related outcomes such as commitment, involvement, motivation, attendance, and satisfaction.

### **2.3.2 Challenges Faced by Management Level Employees**

Barriball, (2005) contends that job satisfaction has many challenges such as the harmonizing of people's understanding of needs - what they receive from their jobs and is recognized as one of the most important research variables belonging to organizational behaviour and as a crucial variable in the organization's research and theories.



In seeking to appreciate the challenges amongst managers, it should be appreciated that intrinsic factors are related to the work itself (such as the ability to develop one's skills, sense of autonomy, success, achievement, and control) whereas extrinsic factors are not directly related to work itself such as, salary, relationships with colleagues (Dogan, 2009). Autonomy and cohesion with colleagues, factors such as task variety, feedback, promotional opportunities, task identity (professional status), working conditions, collaboration with the staff and strength of the organizational culture have been associated with job satisfaction (Lim, 2008).

Organizations cannot exist without their employees; they are the main reason in instituting perpetuity. Similarly, in state corporations, employees play a major role and make significant contribution at all times. Hence, due attention to them should exist in order to retain the workforce. This will in turn influence the productivity of the organization which eventually will lead to achieving the organization vision, mission and goals. From the studies reviewed, the uniqueness of general aviation sector means that when it comes to employees, supervisor support is one of the greatest challenge and opportunity for employee retention. The study found that training and career growth was a challenge, and that when training is given to the management level employees it enhances increased job satisfaction, improve practice, high output and lowers the rate of turnover.

The general aviation sector for a long time has faced challenges when it comes to ergonomics and employee efficiency in their working environment. This comes on the back-drop of the fact that the working environment gives greater convenience and physical comfort to the aviation workers.

### **2.3.3 Factors Influencing Management Level Employee's Job Satisfaction**

The aviation industry in the world today plays a vital role in underpinning the economic development of a country, and thus the general aviation sector is one of the major industries that greatly contribute to the national development of a state. Aviation industry is one of the fastest growing industries globally. An estimated number of 4.1 billion passengers were flown on scheduled services in 2017, according to the figures released by ICAO. The sector employees both men and women are driven into the aviation industry as it is a challenging job with monetary benefits. Several studies have been done on factors influencing employee satisfaction, for instance, Govindasolai and Karuppasamy, (2017) carried out a study on factors affecting employee job satisfaction in general aviation sector in India. The research highlights some of the problems faced by human resource departments in relation to employee satisfaction and presents a picture of the levels of job satisfaction among employees of the general aviation sector. The study found significant factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors influence job satisfaction.

In a study done in Pakistan by, Mohamad and Daud, (2018), conclude that satisfaction and dissatisfaction not only depends on the nature of the job being done. Lower convenience costs, higher organizational, social, and intrinsic reward will increase job satisfaction. Job satisfaction is complex phenomenon with multi-facets; it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment.

Govindasolai and Karuppasamy, (2017) found in India that the real basis of employee satisfaction is that among all the assets of an organization, human resource is the most significant and precious asset which is essential for operation of all other resources of the

organization. Human resource is satisfied in terms of their jobs, and then productivity level goes up.

This study sought to establish the factors influencing management level employee's job satisfaction and found that the factors which influence the job satisfaction when it comes to management level employees of the general aviation sector are identified as compensation, training, development opportunity, career opportunities, rewards, promotions, performance appraisals, distributive justice, role clarity, job security, leave policy, supervisor support, autonomy, and progression.

In addition, this study found that though at varying degrees, these factors have significant influence on job satisfaction level of employees at the management level in general aviation sector. Therefore, this study found that further development of studies like this in Kenya, can provide the basis to improve management level job satisfaction and thus provide management strategy development to improve employees work life and ultimately increase service.

Finally, the factors that influence job satisfaction in the general aviation sector vary with personal demographic variables, personal characteristics, department, position, sector, working division, work experience, among others underlying issues. In addition, certain risk factors such as health issues, difficulty in sleeping, family conflict, fatigue, stress, isolation, worries and type of shift work, eventually influence management level employees' job satisfaction in the general aviation sector in Kenya.

## **2.4 Summary of Empirical Review and Knowledge Gaps**

This study notes that now, very few studies have been done on factors influencing management job satisfaction in aviation industry specifically the general aviation sector. The literature reviewed in this study indicates that a number of studies relating to factors influencing employee satisfaction have been done but there is little empirical evidence locally especially in relation to general aviation sector. Most of the studies already done relate to European and Asian contexts and at a minimal level in Africa (Kenyan perspective), thus establishing a gap in relation to scope providing a rationale for further research attempts to zero in on this gap, especially in relation to the local context such as at FTC.

The literature relating to the study is addressed in this chapter by handling the previous research. It begins by reviewing the theory applied by the study. From the onset, it is acknowledged that exploration as to the association between senior management theory-of-action and employee commitment would be a difficult task. Furthermore, little is known about job satisfaction among management level employees in the general aviation sector in Kenya despite its significance to the economy. This deeper analysis of literature provides focus for job satisfaction among management level employees in the industry in Kenya. Table 2.1 below shows summary of empirical review.

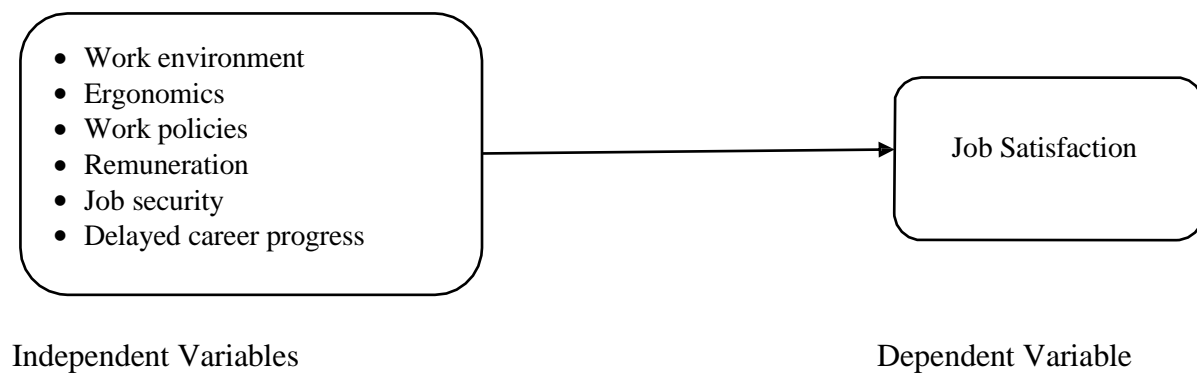
Table 2.1: Summary of Empirical Review

Author(s)	Title	Objectives	Methodology	Findings
O'Connor, (2018)	Impact of job satisfaction on the turnover of executive level.	Study relationship between job satisfaction and turnover at executive level.	Cross sectional study.	Some factors affect management employee performance like working conditions, worker and employer relationship
Mhlanga, (2017)	Finding workable levers over work motivation: Comparing job satisfaction, job involvement.	Compare job satisfaction, job involvement, and organizational commitment	Retrospective study	Cordial and healthy relationship with colleagues adds to personnel satisfaction as well as clear work policy and procedures in respective departments, leads to satisfaction
Chang, (2018)	Significant body of empirical work attests to the negative consequences that psychological contract breach has for employees and organizations.	Establish negative consequences of psychological contracts.	Cross sectional study.	Psychological needs of employees are equally important as their physical needs.
Eisenberger, and Cameron, (2006)	Detrimental Effects of Reward.	Establish the effects of rewards on employees	Retrospective study	Goals to be achieved within the corporation required to be put down in writing and remain challenging yet achievable
Guest, (2004)	The psychology of the employment relationship: An analysis based psychological contract.	Analysis based on the psychological contract.	Cross sectional study.	Motivation of employees is important; as simply the personal and workplace characteristics that explain the working moods of the employees.
Dogan, (2009)	The employee benefits: A critical review.	Analysis of employee benefits based on the employee benefits.	Cross sectional study.	Roles of direction and management have different legal foundations is possible.

## 2.5 Conceptual Framework

In order to investigate the research questions, the conceptual framework in Figure 2.1 below was adopted. The dependent variable was job satisfaction among management level employees in general aviation, while the independent variables were challenges faced by employees, levels of job satisfaction and factors influencing job satisfaction.

Figure 2.1: Conceptual Framework



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research methodology that was used in the study. The section discusses the research design, the population of the study and data collection methods. The chapter also presents data analysis, reliability, and validity tests.

### **3.2 Research Design**

This study used the case study design. This design was employed because it offers the researcher the possibility of collecting and observing facts under study in a completely natural set up.

### **3.3 Population**

The respondents of this study include the middle level managers at FTC. However, a proportion was taken from each category and Table 3.1 below shows the proportion on each category.

Table 3.1: Targeted Respondents

Category	Number of Employees
Accountable manager	1
Flight simulator department	10
Ground school department	2
Line maintenance departments	4
Chief flight instructors	3
Flight operations department	4
Safety and security department	3
Fleet supervisors	5
Examination department	10
Total	40

### **3.4 Data Collection**

Table 3.2 below describes how the concepts of the study were operationalised and measured. Primary data was utilized in this research because the study sought to obtain views from the

management. The tool to be used for data collection was a self-administering questionnaire. Which consisted of structured, open and closed ended questions. The questions were related to the main of the objectives of the study, and were, measured on a four-point Likert scale. A pilot study was done to test the survey instrument and helped to validate the questions, remove errors, rectify mistakes, and check the general structure of the questionnaire. The variables were operationalized as shown in Table 3.2 below.

Table 3.2: Variables Operationalization

Variable	Operational Definition	How it was Measured	Source
<b>Dependent Variable</b>			
Job satisfaction	Measured through three indicators - increased productivity, career progression, and employee loyalty	Likert scale of 1-4; 4= Strongly agree 3= Agree 2= Disagree 1=Strongly disagree	Guest, (2004); Nel, (2003); Herzberg's (2004); Herzberg (1987)
<b>Independent Variables</b>			
Levels of job satisfaction	Measured through three indicators - work conditions, enumeration disparities, and delayed career progress	Likert scale of 1-4; 4= Strongly agree 3= Agree 2= Disagree 1=Strongly disagree	Guest, (2004); Nel et al (2003); Herzberg (2004); Herzberg (1987);
Challenges faced management level employees	Measured through three indicators - working conditions, work policies, and employee benefits	Likert scale of 1-4; 4= Strongly agree 3= Agree 2= Disagree 1= Strongly disagree	Qian and Lim (2008); Brecko (2005); PCK Annual Report (2012); Herzberg (1987)
Factors influencing job satisfaction	Measured through three indicators - intrinsic needs, individual values, and work environment	Likert scale of 1-4; 4= Strongly agree 3= Agree 2= Disagree 1= Strongly disagree	Sibbald et al(2011); Herzberg (2004); Herzberg (1987); Baron, (2003);

### 3.5 Data Analysis

Descriptive and inferential analysis was used, where descriptive statistics included central tendencies and standard deviation as well as the frequency tables and for inferential statistics multiple linear regression analysis was done. In case of descriptive statistics, results were displayed on frequency tables, bar graphs and pie charts.



### **3.6 Ethical Consideration**

This study adhered to appropriate research procedures and all sources of information was acknowledged as far as possible. Before the questionnaire was administered, consent was sought and given by the respondents. The respondents were informed of their rights and full confidentiality was maintained, especially when dealing with questionnaires and the identity of the respondents were kept secret. Personal information was only used for the purpose of the study and the respondents were not revealed to any other source. Procedures were put in place to protect the confidentiality of information and the anonymity of the participants in all the research materials.

## CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

### 4.1. Introduction

This chapter provides the data analysis, interpretation, results, and discussion to examine the factors affecting job satisfaction among management level employees in general aviation industry in Kenya using FTC as a case study. In addition, it provides the findings of the study.

### 4.2 Socio-Demographics of the Respondents

A total of 36 respondents successfully completed the questionnaire out of the 40 initially administered for the study thus representing a 90 percent response rate. The study sought demographic information in order to establish the immediate statistical characteristics of the entire population of respondents in the study. The demographic distribution is critical to identify a group of people bound together by the sharing of common experience. Table 4.1 below, shows the socio-demographics of the respondents.

Table 4.1: Socio-Demographics of the Respondents

Variables	Socio-Demographic	Frequency	Percent
Gender	Male	20	56
	Female	16	44
	Total	36	100
Age distribution (years)	Less than 30	10	28
	30 to 39	14	39
	40 to 49	7	19
	50 to 59	5	14
	Total	36	100
Level of education	Postgraduate	5	14
	Tertiary college	11	30
	Undergraduate	20	56
	Total	36	100
Period worked (years)	0 to 5	13	36
	6 to 10	13	36
	Over 12	10	28
	Total	36	100
Employee branch	Wilson	23	64
	Malindi	8	22
	Kijipwa	5	14
	Total	36	100

About 56 percent of the respondents were male while 44 percent were female, the number of males that responded was higher than that for female, yet it is expected that the gender rule is applied in all organizations. This implied that there are factors that might have contributed to existence of more males than females in the aviation sector like employer preference, demanding nature of the job and maternity factors. Some of these factors include the cost of training, time duration of training and the fact that the aviation industry appears to be male dominated. .

The ages were grouped into four classes with a difference of 10 years apart. It is worth noting that 67 percent of the work force were below 40 years, this may be attributed to the demanding nature of the job such as being away from home for extended periods, and hazards present while in the cockpit. On level of education, 56 percent of management employees were undergraduates and 14 percent were postgraduates, meaning the aviation industry has attracted a significant work force from the university.

With respect to the length of period worked, the study found out that 28 percent of the employees had worked for over 12 years in FTC while 72 percent had worked for 1 to 10 years. This means that the majority of the respondents had long-term experience in the aviation sector, indicating that the industry is a good employer. The majority of the employees, 68 percent, were from Wilson branch, while 22 percent from Malindi branch and 14 percent from Kijipwa branch which indicates that Wilson office houses most of the management staff.

### 4.3 Levels of Job Satisfaction Among Management Level Employees

The respondents were asked to rate the following factors influencing employee satisfaction at the aviation industry on a Likert scale of 1 to 4 where; 1 was agree, 2 was strongly agree, 3 was disagree, 4 was strongly disagree. Table 4.2 below shows the results.

Table 4.2: Levels of Employee Satisfaction

Constructs	Minimum	Maximum	Mean
The level of supervision is fair	2	4	3.17
My working conditions are satisfactory	2	4	2.67
I have a cordial and healthy relationship with my colleagues	2	4	3.00
I am adequately remunerated	2	3	2.17
I am provided with opportunity for career progression	2	4	2.83
Would recommend the organization as a good place to work for your friends and acquaintances	2	4	2.58
There is enough time to do job well	1	4	2.42
Average	2	4	2.69

From Table 4.2 above, the nature of supervision (mean: 3.17) at FTC influenced employee satisfaction to the largest extent. However, cordial and health relationship with colleagues (mean: 3.00), opportunity for career progression (mean: 2.83), working conditions (mean: 2.67), perception of the nature of place of work (mean: 2.58), time to do the job (mean 2.42) and adequate remuneration (mean: 2.17) moderately influenced employees' satisfaction at FTC.

On level of employee satisfaction, it appears that supervision is one of the most important factors affecting employee satisfaction at aviation industry since majority of the respondents with a mean of 3.17 were agreeable to the fact that they are satisfied with their supervision. Other important factors basing on the means were cordial and healthy relationship with colleagues, being clear with work policy and procedures in respective departments and internalizing the organizational climate and culture. The high number shows that cordial and health relationship are important factors when it comes to matters of employee satisfaction.

This especially important in the aviation to prevent any human factor issued in the cockpit that may have catastrophic results.

**4.4 Factors Influencing of Job Satisfaction Among Management Employees**

Psychological contract can be distinguished from formal written contract of employment, which, for the most part, only identifies mutual duties and responsibilities in a generalized form. As seen earlier, it also involves the unspoken expectations and needs that transcend the formal employment contract. Table 4.3 below shows respondents ranking of psychological contracts.

Table 4.3: Psychological Contract

Constructs	Minimum	Maximum	Mean
I feel that my contributions to the organization is useful	3	4	3.67
I am fully attached to my organization	2	4	2.92
I give my all when it comes to employee commitment	2	4	3.17
My workplace values are aligned with my personal values	2	4	2.67
I stand by the corporate values	2	4	2.50
I have confidence in my branch	2	4	2.67
I believe in the organization and the organization believes in me	2	4	2.58
I expect nothing but the best from my organization	2	4	2.58
I am faithful to the rules and regulation of my organization	2	4	2.83
Average	2	4	2.84

As depicted in Table 4.3 above, the survey found out that usefulness of one’s contribution to the organization (mean: 3.67) and employee commitment (mean: 3.17) influenced employee satisfaction among management employees at FTC to a large extent. One’s attachment to the organization (mean: 2.92), faithfulness to organizational rules and regulations (mean: 2.83), the nature of alignment of workplace values with personal values (mean: 2.67), confidence to one’s branch (mean: 2.67), the nature of believe between an employee and the organization(mean: 2.58), expecting the best from the organization (mean: 2.85) and standing

by the corporate values (mean: 2.50) moderately influenced management employee satisfaction at the FTC and in that order respectively. Employee welfare and involve material as well as immaterial needs and it is in this respect that the respondents were asked to comment on the following issues on the influence of welfare on employee satisfaction, results are as depicted on Table 4.4 below.

Table 4.4: Employee Welfare

Constructs	Minimum	Maximum	Mean
My job fulfils my material needs	2	4	2.42
Channels of pursuit of self-interest are promoted in my organization	1	4	2.25
I am morally obliged to my organization	2	4	2.75
I am making a social investment through my work	2	4	2.92
I am in an employee scheme promoted by my employer	2	4	3.08
I have access to monetary privileges/benefits	1	3	2.50
I have access to social security systems	2	4	3.17
I have access to subsidized services	1	4	2.08
Average	1	3	2.41

As shown in Table 4.4 above, the study found out that access to social security systems (mean: 3.17) and being in an employment scheme promoted by the employer (mean: 3.08) influenced management employee satisfaction to a large extent. It was also found out that making social investment through work (mean: 2.92), moral obligation to the organization (mean: 2.75), ability to accomplish work satisfactorily (mean: 2.52), accessibility to monetary privileges and benefits (mean: 2.50), job fulfilment of one’s material needs (mean: 2.42) as well as organization’s promotion of pursuit of self-interest (mean: 2.25) and accessibility to subsidized services (mean: 2.08) moderately influenced management employee satisfaction at FTC in that order. In order to investigate work motivation, the respondents were asked to comment on the following issues that influence employee satisfaction through motivation on. The results are presented in Table 4.5 below.

Table 4.5: Work Motivation

Constructs	Minimum	Maximum	Mean
I am motivated to achieve my goals in the organization	1	4	3.33
I understand the variety of my work task and responsibilities	1	4	2.92
I make choices to initiate more effort	1	4	2.50
I feel the need to expend an extra amount of effort in my work	1	4	2.67
I strive to put in additional time in my work	1	4	2.92
I am driven by my work goals	1	4	2.27
I pursue my individual values, interests and needs in the contest of my work	1	3	2.09
I am attuned to the work policies, procedures and customs	1	4	2.45
I have a positive employer relationship	1	4	2.64
Average	1	3.8	2.64

As per Table 4.5 above, the study found out that motivation to achieve goals (mean: 3.33) influenced management employees at the aviation industry to a large extent. The study also found out that understanding one’s work tasks and responsibilities (mean: 2.92), striving to put in additional time in one’s work (mean: 2.92), the need to expend extra amount of effort in one’s work (mean: 2.67) and having a positive employer relationship (mean: 2.64) as well as participating in training and development opportunities (mean: 2.64) had moderate influence on management employee satisfaction at the FTC. It was also found out that making a choice to initiate more effort (mean: 2.50), being attuned to the work policies, procedures, and customs (mean: 2.45) as well as being driven by work goals (mean: 2.27) and pursuing individual values, interests and needs within the context of work (mean: 2.09) moderately influenced employee satisfaction at FTC.

#### 4.5 Challenges Faced By Management Level Employees

Respondents were asked to comment on challenges they face at FTC, the results of their comments are described by Table 4.6 below. As per the above Table 4.6 below, work policies on health and safety, and resource allocation contributed the largest challenge to management

level employees, 3.1 and 3, respectively. Issues raised during appraisals provided the least challenge.

Table 4.6: Challenges Faced by Management Level Employees.

Description	Minimum	Maximum	Mean
I can deliver in my current capacity and business environment	2	4	3
Workplace policies on health and safety satisfactory	2	4	3.1
I am adequately resourced	2	4	3
Opportunities for personal and professional growth available in the company	2	4	2.9
Organization recognize your achievements and efforts	1	4	2.8
Organizations asks for your feedback.	2	4	2.8
Last appraisal was in line with your expectations	1	4	2.4
Average	1.7	4	2.9

#### 4.6 Reliability Test

A reliability test was done using Cronbach's alpha test and the main reason for this test was to measure the internal consistency of the study components, which is, how closely related a set of components was as a group. The Cronbach's alpha values for this research are as indicated in Table 4.7 below. The findings revealed that most of the elements have relatively high internal consistency. A reliability coefficient of 0.70 can be seen as "acceptable" in most social science research studies.

Table 4.7: Reliability Statistics

Variable	Cronbach's Alpha	Number of Items
Employee satisfaction	.837	9
Psychological contract	.845	10
Welfare	.331	10
Work motivation	.945	10

In addition to reliability test, a model fit analysis was done using multiple linear regression analysis. This was aimed at establishing how fit the model equation fits the data. The



coefficient of determination was used to establish the predicative power of study model and

Table 4.8 below shows the correlation coefficients of variable

Table 4.8: Pearson Correlation

Variable		Employee satisfaction	Psychological contract	Welfare	Work motivation
Employee satisfaction	Correlation	1			
	Sig. (2-tailed)				
	N	48			
Psychological contract	Correlation	.80**	1		
	Sig. (2-tailed)	.000			
	N	48	48		
Welfare	Correlation	.06	.426**	1	
	Sig. (2-tailed)	.539	.003		
	N	48	48	48	
Work motivation	Correlation	.47	.063	.213	1
	Sig. (2-tailed)	.719	.673	.146	
	N	48	48	48	48
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 4.8 above shows the correlation coefficients of variables and matrix was used to determine the extent to which changes in the value of an attribute (such as work motivation) was associated with changes in another attribute (like employee welfare or satisfaction). As per the correlation matrix, all the independent variables were positively related with employee satisfaction (the dependent variable) at varying degrees. Psychological contract and work motivation were highly and moderately correlated with employee satisfaction, respectively while employee welfare was related to employee satisfaction to a very low extent. Overall, this meant that psychological contract, work motivation explained changes in employee satisfaction whereas employee welfare did not.

## **CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary**

The management employees at the organization seems to be motivated by other things besides their remuneration for example psychological contract, decision making, employee involvement, goals achievement, given leeway to exercise authority and access to subsidized services among others. The study observes that lack of commitment from employees and employers affects employee satisfaction and productivity. This was captured under psychological contract which had the highest correlation with employee satisfaction compared to work motivation and welfare.

As per the study findings, psychological contract which was seen as formal employment contracts or agreements or even implied agreements between the parties, was highly correlated with employee satisfaction. This finding further show that the organisation may experience lower performance, increased turnover, employee litigation, unionisation (absenteeism and accidents if employees are not involved in decision making, they feel that professional contribution is limited, and commitment is low. These are facets under psychological contract with contributions to the organization ranking high with a mean of 3.67. Thus, psychological contract is a great influence of employee satisfaction to a very large extent.

As stated earlier, a psychological contract entails the unwritten or unspoken expectations between employees and employer and in these case employees' contributions to the organization and employee commitment forms the basis of this contract to a large extent at FTC. Some other elements for example confidence in branch, attachment to the organization, workplace values aligned with personal values and being faithful to the rules and regulation

of the organization forms part of this contract but moderately. The findings agree with past studies by Guest (2004) and Cullinane and Dundon, (2006) that content and behavioural consequences of the psychological contract are determined by employee variables such as work values and personal values.

In addition, all contracts for employment usually contain gaps hence issues such as employee contributions being recognized and commitment remains part of unwritten contracts. Welfare can be related both to the individual and to the collective and involve material as well as immaterial needs. It is in this respect that the respondents were asked to comment on the following issues on the influence of welfare on employee satisfaction. On welfare, the study indicated that access to social security systems and being in an employment scheme promoted by the employer influenced management employee satisfaction to a large extent. It was also found out that making social investment through work, availability of a leeway to exercise authority, moral obligation to the organization, ability to accomplish work satisfactorily, accessibility to monetary privileges and benefits, job fulfilment of one's material needs as well as organization's promotion of pursuit of self-interest and accessibility to subsidized services moderately influenced management employee satisfaction at FTC in that order. On work motivation, the study indicated that motivation to achieve goals influenced management employee satisfaction at FTC to a large extent.

## **5.2 Conclusion**

The study was set to examine the factors affecting job satisfaction among management level employees in the general aviation industry in Kenya using the case of FTC. In particular, the study examined the influence of psychological contract on management employee satisfaction, assessing the influence of welfare on management employee satisfaction and

examining the influence of work motivation on management employee satisfaction at the corporation.

The study concludes that for the corporation to be able to improve management employee satisfaction, the institution should appreciate individual employee contributions to the organization. The study as well concludes that employee welfare issues such as access to social security systems and being in an employment scheme promoted by the employer were not pertinent in improving management employee satisfaction at the institution at the time.

The study also concluded that even though work motivation issues were not significant in addressing management employee satisfaction at the corporation, their importance could not be underestimated in improving management employee satisfaction. Thus, as Baron, (2003) observed, in today's competitive business environment companies are facing many challenges and among those challenges acquiring right workforce and retaining it, is of utmost importance. This then brings in the need for psychological contracts, and employee motivation. The elements under each namely psychological contracts (employee involvement, employee commitment and professional contribution); and employee motivation (intrinsic needs, individual values and work environment) should be taken into account, whereas employee welfare (working conditions, work policies and employee benefits) should be addressed.

### **5.3 Recommendations**

It is worth noting that in order to improve management employee satisfaction at FTC, the study recommends that a mechanism is put in place of appreciating the usefulness of an individual employee at the corporation. This is to be achieved through review of the

corporation human resource -policy to provide guidelines on how to inspire, speak and listen to employees. The policy should also provide guidelines on how to thank, develop and care for employees in return for their useful contributions. Second and in relation to employee welfare, the study recommended that top management put in place measures established by legislation to maintain individual income and provide for how to source for income when some or all sources of income are disrupted or terminated or when exceptionally heavy expenditures have to be incurred.

On work motivation, since the study took cognizance that a goal gives an employee a framework for excelling in the workplace and that some staff members may need assistance in reaching these goals, there is need, therefore, to address work motivation. The study recommends that all goals to be achieved within the corporation need to be put down in writing and remain challenging yet achievable. The study further recommends that the goals required being within reach, specific and relevant to avoid employees losing interest towards their achievement.

### **5.3.1 Areas for Further Studies**

The study recommends further research taking into account the two-factor theory of motivation since it explains the factors that employees find satisfying and dissatisfying about their jobs, in relation to the disruption brought about by the fourth industrial revolution. In addition, Kenya being a signatory of ICAO, a further study in the areas of deregulation and how it will affect the new frontier of unmanned aircraft system and behavioural operations needs to be undertaken.

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## **APPENDICES**

### **Appendix I: Letter of Data Collection**

Dear Sir/Madam,

This structured questionnaire is meant to collect information on job satisfaction levels among management level employees in general aviation industry in Kenya. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this study. This research is intended for academic purposes only (Master's Programme). This survey is divided into four parts: Demographic Information, Levels of Job Satisfaction Among Management Employees, Challenges Faced by Management Level Employees, Factors Influencing Job Satisfaction Levels Among Management Employees. Participation will take approximately 5-10 minutes. If you agree to take part, please click on NEXT to begin the survey.



## Appendix II: Questionnaires

The structured questionnaire is meant to collect information on job satisfaction levels among management level employees in the general aviation industry in Kenya.

Answer the questions by writing a brief statement or ticking in the boxes provided as applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this study.

This research is intended for academic purpose only.

### Section One: Demographic Information

1. Name (optional).....
2. Gender? .....
3. What is your age? .....
4. What is your marital status?
  - a) Single
  - b) Married
  - c) Widowed
  - d) Others
5. How long have you worked with the aviation industry? Above 5  Above 10   
Above 12  Above 20
6. For how long have you worked with this organization?  
Above 2  Above 5  Above 10  Above 12
7. What is your highest level of education?
  - a) Secondary
  - b) Undergraduate
  - c) Tertiary College
  - d) Other (specify) ...
8. Which is your branch?
  - a) Wilson
  - b) Malindi
  - c) Kijipwa  JKIA
  - d) Others (specify)

## Section Two: Levels of Job Satisfaction Among Management Employees

9. Current levels of job satisfaction at Flight Training Centre. How would you rate the following factors;

Likert scale of 1 to 4 where;

4= strongly agree

3= agree

2= disagree

1= strongly disagree

No.	Description	(1)	(2)	(3)	(4)
9.1	The level of supervision is fair				
9.2	My working conditions are satisfactory				
9.3	I have a cordial and healthy relationship with my colleagues				
9.4	I am adequately remunerated				
9.5	I am provided with opportunity for career progression				
9.6	Would recommend the organisation as a good place to work for your friends and acquaintances				
9.7	There is enough time to do job well				

### Section Three: Challenges Faced by Management Level Employees

10. The following are questions are about challenges faced by management level employees.

How would you rate these factors using;

Likert scale of 1 to 4 where;

4= strongly agree

3= agree

2= disagree

1= strongly disagree

No.	Description	(1)	(2)	(3)	(4)
10.1	I can deliver in my current capacity and business environment				
10.2	Workplace policies on health and safety satisfactory				
10.3	I am adequately resourced				
10.4	Opportunities for personal and professional growth available in the company				
10.5	Organization recognize your achievements and efforts				
10.6	Organizations asks for your feedback.				
10.7	Last appraisal was in line with your expectations				

## Section Four: Factors Influencing Job Satisfaction Levels Among Management Employees

11. Comment on the following issues on factors influencing job satisfaction levels among management employees using;

Likert scale of 1 to 4 where;

4= strongly agree

3= agree

2= disagree

1= strongly disagree

NO.	Description	1	2	3	4
11.1	I feel that my contributions to the organization is useful				
11.2	I am fully attached to my organization				
11.3	I give my all when it comes to employee commitment				
11.4	My workplace values are aligned with my personal values				
11.5	I stand by the corporate values				
11.6	I have confidence in my branch				
11.7	I believe in the organization and the Organization believes in me				
11.8	I expect nothing but the best from my Organization				
11.9	I am faithful to the rules and regulation of my Organization				
11.10	My job fulfils my material needs				
11.11	Channels of pursuit of self-interest are promoted in my Organization				
11.12	I am morally obliged to my Organization				
11.13	I am making a social investment through my work				
11.14	I am in an employee scheme promoted by my employer				
11.15	I have access to monetary privileges/benefits				
11.16	I have access to social security systems				
11.17	I have access to subsidized services				
11.18	I am motivated to achieve my goals in the Organization				
11.19	I understand the variety of my work task and responsibilities				
11.20	I make choices to initiate more effort				
11.21	I feel the need to expend an extra amount of effort in my work				

11.22	I strive to put in additional time in my work				
11.23	I am driven by my work goals				
11.24	I pursue my individual values, interests and needs in the contest of my work				
11.25	I am attuned to the work policies, procedures and customs				
11.26	I have a positive employer relationship				

**Thank you**

**-END-**