# An Investigation of the Impact of Mandatory Employee Uniform Policy on Employee Job Satisfaction in Retail Business Outlets: A Case of Safaricom Ltd

By

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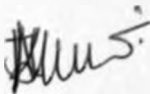
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# DECLARATION

This research report is my original work and has not been presented to any other University.

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This project has been presented for examination with my approval as the university supervisor.

**Approved by Supervisor**

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# DEDICATION

This work is dedicated to all uniformed employees in Kenya and the region.

## ACKNOWLEDGEMENTS

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# ABBREVIATIONS AND ACRONYMS

CEO : Chief Executive Officer

HOD : Head of Department

HR : Human Resource

HRM : Human Resource Management

OCM : Organizational Change Management

# ABSTRACT

Mandatory employees' uniforms generally constitute an important component of hospitality or a business establishment's brand identity. Not only do uniforms create a specific impression of a property, but they are an integral part of the atmosphere created by a business enterprise.

This study sought to investigate the impact of mandatory employees' uniforms policy and employee job satisfaction in retail business outlets in the case of Safaricom Ltd in Kenya. This provided insights into designing of employees uniforms and improved on employee job satisfaction in addition to influencing employment policy issues.

The population of study was 22 retail outlets with 600 uniformed employees. A uniformed employee working before and after the introduction of the uniform was used as the unit of analysis. This was a case of a single firm participating in the telecommunications industry. The sample size was two retail outlets with a total of 60 uniformed employees, one outlet in Nairobi province (30 interview respondents and 1 retail manager) at Sarit Centre and one in Eldoret (30 interview respondents and 1 retail manager).

The study commenced on October 30th 2009 and data collection undertaken for a period of two weeks ending on November 10th 2009. *Secondary data* collection included perusal of documents (document analysis). *Primary data* collection involved key informant interviews with uniformed employees and retail outlets managers. Methods for data collection used were surveys and observation while the tools were face to face interviews, administration of mail questionnaires, context analysis document analysis and participant observation. The processing of data results begun shortly after the field data collection commenced. Completed data collection instruments were edited and data fed into computer. The data was entered and analyzed by simple descriptive analysis using statistical package for social scientists (SPSS Version 12) computer software.

The study found out that the uniform policy had little negative effect on employee job satisfaction, it was also clear from the findings that introduction of uniform affected the employee job satisfaction negatively, and the attitude towards uniform was found to impact negatively on employee job satisfaction.

From the findings, the researcher recommended the there should be staff consultations on new decisions that affect company operations and staff, Companies should embrace change management practices prior to introduction of new policies, procedures and operational system for participatory and all inclusive decision process. The situations that demand staff to wear company attire to take into account staff needs and requirements.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

Mandatory employee uniforms generally constitute an important component of hospitality or a business establishment's brand identity. Not only do uniforms create a specific impression of a property, but they are an integral part of the atmosphere created by a business enterprise. The casual uniforms of retail staff of Safaricom Ltd. add to the company's relaxed, fun image and brands identity. In casual, retail business outlets, employees' uniforms can add to the customer's perception of professional services and items. In a more practical vein, uniforms allow customers to identify employees easily. Thus, uniforms help to facilitate customers' locating an employee when they have a question or a complaint. They also help to make service more tangible by giving the customer an idea of what type of service to expect, for example, limited service or upscale, formal or relaxed (Feinstein and Vondrasek, 2001).

Uniforms also affect the employees' attitudes and employee job satisfaction. The following anecdotes demonstrate this point. Nelson and Bowen (2000) observed that a waitress in a restaurant complained that the managers never consulted customer contact employees when they selected uniforms. She described how her uniform's loose-fitting sleeves draped down into the food when she served food and cleared plates. A few hours after starting a shift, consequently, her uniform was stained and dirty, which made her self conscious. This self consciousness, in turn, made it more difficult for her to interact with guests in a friendly manner. A front-desk clerk in a hotel with a tropical theme

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stated that his bright purple jacket made him feel silly. Worse, guests often joked about the uniform. While the guests' jokes were innocent enough, they humiliated the sensitive employee. In contrast, uniforms can also create favorable attitudes. Dealers in casinos lamented that they feel professional when they put on a tuxedo, because it puts them in the mood for their role as dealers. From stories such as these it is learnt that uniforms affect not only employees' attitudes, but also their ability to serve the guests or customers.

Although guests may not consciously analyze a uniform's design, they are no doubt aware of an employee's uniform. One consultant claimed that uniforms are the most visible aspect of a hotel. Similarly, a Seventh Avenue designer-turned-uniform-consultant maintains that uniforms are not just dressing the staff, but that they are instead setting the look of the entire resort. Most uniform designs comprise the attributes of appearance, function, character, and comfort. Those attributes can be further parsed into the following design variables: color, construction, fit, identification, integrity, look, materials, performance, and style.

## 1.2   Statement of the Problem

Uniformed staffs in many business establishments feel dissatisfied and lose positive moral for work. This situation by extension compromises their job satisfaction and eventually results in reduced performance. This case was an investigation of mandatory employee uniforms policy and employee job satisfaction in retail business outlets a case of Safaricom Ltd.

In many business establishments, Safaricom Ltd included, decisions regarding employees' uniforms may be made by the management team, with little or no input from the employees who will wear them. Managers may be mostly concerned about the atmosphere the uniforms will help create, and may rarely discuss the uniform's functionality or appearance with employees. The result that uniforms may originate from a poor selection (that is, a uniform that doesn't function well or looks bad) was that the uniform may actually have a negative effect on employee attitudes and by extension employee job satisfaction, perhaps, also leading to customer dissatisfaction.

Therefore, the impact of mandatory employee's uniforms policy and employee job satisfaction needed to be established. It may follow that uniforms boosting employees' morale should also have a positive effect on customer satisfaction through the uniforms' contribution to a positive atmosphere. Ironically, while improving a property's physical appearance through the use of uniforms, managers often may be destroying what seems to be an important atmospheric attribute for customers, namely, the friendly and relaxed ambience created by positive interactions with employees. Over the counter reactions of the employees create a belief that uniforms may affect employee attitudes and employee job satisfaction; hence the researcher designed this case and tested this proposition.

A properly designed and executed employee job satisfaction case will provide upper management with the necessary information to implement strategies to improve employee job satisfaction, productivity, and loyalty.

## 1.3 The Purpose of the Study

This case was seeking to investigate the impact of mandatory employees uniforms policy on employee job satisfaction in retail business outlets in the case of Safaricom Ltd in Kenya. This provided insights into designing of employee's uniforms and improvement on employee job satisfaction in addition to influencing employment policy issues.

## 1.4 Research Objectives

The specific objectives of the research were:

1) To establish the relationship between the mandatory employees uniforms policy and employee job satisfaction in retail business outlets,

2) To establish the impact of the process of introduction of employee uniforms on employee job satisfaction,

3) To determine the impact of employee attitudes towards the type of uniforms on employee job satisfaction.

## 1.5 Research Questions

The research questions, where focus was were:

1) What is the relationship between the mandatory employee uniforms policy and employee job satisfaction in retail business outlets?

2) What is the impact of the process of introduction of employee uniforms on employee job satisfaction?

3) What is the impact of the employee attitudes towards type of uniforms on employee job satisfaction?

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## 1.6  Justification

This study was an attempt to investigate the relationship between mandatory employees' uniforms policy and employee job satisfaction in retail business outlets in the case of Safaricom Ltd in Kenya that would provide insights into designing of employees uniforms and improving on employee job satisfaction in addition to influencing employment policy issues.

Document review and literature analysis revealed that there was insignificant research work done in Kenya related to mandatory employee's uniforms policy and employee job satisfaction and it had created a wide gap, which needed to be filled up by the present and the near future researchers.   Hence this case research would contribute to fulfilling the current level of employee job satisfaction efforts. The researcher hoped to discover new approaches to pursuing employee job satisfaction and establishing a positive relationship between mandatory employee uniforms policy and employee job satisfaction in retail business outlets in Kenya.

## 1.7  Delimitation of the Study

The delimitations of this case that limited its scope (defined the boundaries) of the inquiry were;

1) The choice of objectives and questions, variables of interest and alternative theoretical perspectives that had been adopted. etc. There were a number of interesting research questions that could have been asked but were not pursued to in order to limit to employee uniforms and employee job satisfaction.

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## 1.8 Limitations of the Study

The limitations of the study, the characteristics of design or methodology that set parameters on the application or interpretation of the results of the study; that is, the constraints on generalizability and utility of findings that were the result of the devices of design or method that establish internal and external validity.

1) There was the ability to draw descriptive or inferential conclusions from sample data about a larger group. Based on data from a truly representative sample of these groups, would allow the researcher to make generalizations assuming the sample was large enough and purposively selected.

2) Another limitation of the study was the managers' sensitivity to what they perceive as potential morale problems and negative-perception problems caused by the issue of mandatory employee uniforms and attitudes while surveying or appraising employees may influence decision on uniformed staff.

3) That the study was conducted only in Safaricom Ltd, and the results of this study may not hold outside of the Safaricom Ltd.

4) Time and budget constraints were limiting factors in the study process. These factors impeded effective data collection and analysis resulting in degraded quality of the research, but were overcome by adhering to the case plan of work and ensuring minimum costs in the research process to avoid diluting case quality.

## 1.9 Assumptions of the Study

The fundamental assumptions upon which this case was based included;

1) Employees are motivated and would follow instructions and would not manipulate variables on their own,

2) Data collection instruments would be accurate and reliable.

3) The sample would be purposively selected and represent the target population.

## 1.10 Definitions of Significant Terms

**Behaviour**

An individual's observable response in a given situation with respect to a given target. Behavior is a function of compatible intentions and perceptions of behavioral control in that perceived behavioral control is expected to moderate the effect of intention on behavior, such that a favorable intention produces the behavior only when perceived behavioral control is strong.

**Case**

The case is a more common research design used in social science in general and in business and management studies in particular. It is an especially important research tactic and its use is on the increase for both masters and doctoral dissertations. The importance of the case is partly due to the fact that it may be used in a number of different ways that accommodate the complexity which is often an inherent part of the business and management research process.

**Change Management**

A basic skill in which most leaders and managers need to be competent and there are very few working environments where change management is not important.

**Employee Attitude towards Uniforms**

In the study this refers to collections of feelings, beliefs, and thoughts about how to behave that people currently hold about their jobs and organizations mandatory uniforms. An individual's positive or negative evaluation of self-performance of the particular

behavior. The concept is the degree to which performance of the behavior is positively or negatively valued. It is determined by the total set of accessible behavioral beliefs impacting the behavior to various outcomes and other attributes.

**Employee Job Satisfaction**

The feelings a worker has about his or her job experiences in relation to previous experiences, current expectations, or available alternatives.

**Mandatory Employees' Uniforms Policy**

This is the policy of the business organizations that certain positions, as designated in each department, may be required to wear a uniform while on the job. Staffs working in the Retail Centers, reception areas are provided with uniforms that they are to wear during office hours. Staffs responsible for distribution of mail drivers are provided with uniforms to wear during office hours. Drivers who manage the shuttle vans are provided with uniform to wear during office hours. Drivers to the CEO and Chief Officers will be provided with staff uniform Any Other departmental drivers will be provided with uniforms dependent on their workload and request from the Departmental HOD/chief Officer.

**Organizational Change Management (OCM)**

The process of aligning the organization's people and culture with changes in business strategy, organizational structure, technology and business processes. At the most rudimentary level, all change involves some degree of loss, whether it is loss of stability, expertise, relationships or understanding. People often try to avoid loss by resisting change. Resistance can come in different forms and be expressed with different emotions such as anger, frustration and fear.

## 1.11   Organization of Chapters

This research project is organized into five chapters. Chapter one is introduction that gives an overview of the case, statement of the problem, research objectives and the significance of the study. Chapter Two contains the relevant literature reviewed and conceptual framework. The literature review shows what previous researchers have found out in this area of study and the conceptual framework analysis diagrammatically describes the variable relationships. Chapter Three explains research design for the case, target population and sampling frame, methods of data collection, data processing and analysis, reporting procedures and information dissemination strategy. Chapter Four discusses the findings of the study and interprets them while Chapter Five presents and discusses the findings of the study, offers the conclusion and the recommendations of the study as well as other recommended areas of further research.

## 1.12   Summary

Mandatory employees' uniforms generally constitute an important component of hospitality or a business establishment's brand identity. Not only do uniforms create a specific impression of a property, but they are an integral part of the atmosphere created by a business enterprise.

Uniforms also affect the employees' attitudes and employee job satisfaction. The following anecdotes demonstrate this point. Nelson and Bowen (2000) observed that a waitress in a restaurant complained that the managers never consulted customer contact employees when they selected uniforms.

This case was seeking to investigate the relationship of mandatory employees' uniforms policy and employee job satisfaction in retail business outlets in the case of Safaricom Ltd in Kenya. This provided insights into designing of employees uniforms and improved on employee job satisfaction in addition to influencing employment policy issues.

Today's knowledge economy demands investments in human capital of the organization and to create a work environment where employees excel at their jobs but it is strongly perceived that the impact of practices like mandatory employee uniforms are intentionally or unintentionally ignored in Kenya so this case research was the last solution to find out the truth, cause and solution.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This Chapter contains the relevant literature reviewed and conceptual framework, structured into two sections; first the literature reviewed that show what previous researchers have found out in this area of study and last, the conceptual framework analysis of the impacts.

### 2.2 Mandatory Employee Uniforms Policy

Nelson and Bowen (2000) observed that employee uniforms generally constitute an important component of a hospitality or business environment establishment's brand identity. Not only do uniforms create a specific impression of a property, but they are an integral part of the atmosphere created by a business. This study analyzed the effect of mandatory employee uniforms on hospitality employees' attitude toward their jobs. In talking with employees of theme casino-resorts, the authors found decisions regarding employees' uniforms are usually made by the management team, with little or no input from the employees who will wear them. Our discussions found that managers are mostly concerned about the atmosphere the uniforms will help create, and managers rarely discussed the uniform's functionality or appearance with employees. The result of a poor selection (that is, a uniform that does not function well or looks bad) is that the uniform can actually have a negative effect on employee attitudes and, perhaps, lead to customer dissatisfaction.

Employee survey studies show that employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge, and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, company attire, special assignments - as well as promotions.

According to (University of Texas, 2004) wearing uniforms have many advantages to both business outlets and the wearer. The business-like appearance enables employees to represent the company in a safe and professional manner. Uniforms are intended to give a neat, presentable, professional appearance that enhances employee status in the eyes of the business community. Keeping the uniform clean and neat shows employees' sense of pride in belonging to an accomplished organization and a professional attitude towards work. Uniforms make it possible for building occupants and law enforcement personnel to recognize people who have authorized access to business property. Lastly, uniforms are a benefit that helps save on wear and tear to employees' personal clothing.

Hence, business outlets employees are expected to dress in attire appropriate for the business world. Attire should not distract from or disrupt the work environment. Such employees should dress with safety in mind and appropriate footwear should be worn at all times. Office employees visiting job sites should wear appropriate personal protective equipment. Employee attire should reflect a level of modesty appropriate for the workplace. Employees will also practice proper personal hygiene so as to not become a distraction to other employees or customers in the workplace.

The policies of human behavior transformed in policies of human resources are fundamental for the organization to keep the employees working energized and highly motivated to reach those high levels of accomplishment. which will lead the company to a leading position on the market. This relationship is the essence of motivation. Behavior produces consequences. We can manage behavior and change the consequences when we motivate employees by challenging them with a job that they see as connected with the successful completion of a determined project, which they consider important. This relationship is the essence of motivation. Finally presented in this work are some of the main evaluations obtained in field research and finally. also, some recommendations for implementation of a program of Politics of human resources that promotes larger satisfaction degree in the work (Autoreshamilton, P. and Roselaine, A. De F. T.).

Not much study has been done in this area of mandatory employees' uniforms policy. Hence the researcher got motivated to contribute to filling the gap through this case. The next section provided supportive detailed previous research findings on employee job satisfaction.

## 2.3    Employee Job Satisfaction

The work situation matters in terms of job satisfaction and organization impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself often called "intrinsic job characteristics." Research studies across many years. organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision. pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000; Jurgensen, 1978).

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This is not to say that well-designed compensation programs or effective supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible. Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth (Kovach, 1995).

Of all the major job satisfaction areas, satisfaction with the nature of the work itself—which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction, as well as other important outcomes like employee retention (e.g., Fried & Ferris, 1987; Parisi & Weiner, 1999; Weiner, 2000). Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on.

According to Saari and Judge (2004) a major practitioner knowledge gap is in the area of understanding the consequences of job satisfaction. We hear debates and confusion about whether satisfied employees are productive employees, and HR practitioners rightfully struggle as they must reduce costs and are concerned about the effects on job satisfaction and, in turn, the impact on performance and other outcomes.

The focus of discussion in this section is on job satisfaction, because this is the employee attitude that is most often related to organizational outcomes. Other employee attitudes, such as organizational commitment, have been studied as well, although they have similar relationships to outcomes as job satisfaction. Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (e.g., Hackett & Guion, 1985; Hulin, Roznowski, & Hachiya, 1985; Kohler & Mathieu, 1993). Job satisfaction shows correlations with turnover and absenteeism. Job dissatisfaction also appears to be related to other withdrawal behaviors, including lateness, unionization, grievances, drug abuse, and decision to retire.

Hulin et al. (1985) have argued that these individual withdrawal behaviors are all manifestations of "job adaptation" and have proposed that these individual behaviors be grouped together. Because the occurrence of most single withdrawal behaviors is quite low, looking at a variety of these behaviors improves the ability for showing the relationship between job attitudes and withdrawal behaviors (Hulin, 1991).

Rather than predicting isolated behaviors, withdrawal research and applied practice would do better, as this model suggests, to study patterns in withdrawal behaviors—such as turnover, absenteeism, lateness, decision to retire, etc.—together. Several studies have supported this, showing that when various withdrawal behaviors are grouped together, job satisfaction better predicts these behavioral groupings than the individual behaviors.

Employee job satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). It is suggested that job satisfaction is a state of pleasure gained from applying one's values to a job (Locke, 1969). Spector (1997, p.2) believes that job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job." Researchers have found that job satisfaction is correlated with turnover but not to the extent that a predictive model can be created. (Kraut, 1975; Mobley, 1982; Mobley Griffeth, Hand, & Meglino, 1979).

Porter and Lawler (1968) collected the influences on job satisfaction in two groups of internal and external satisfactory factors. According to them, internal satisfactory factors were related the work itself (such as feeling of independence, feeling of achievement, feeling of victory, self-esteem, feeling of control and other similar feeling obtained from work), whereas external satisfactory factors were not directly related to work itself (such as good relationships with colleagues, high salary, good welfare and utilities). So, the influences on job satisfaction can be also divided into work-related and employee-related factors (Glisson and Durick, 1988).

On the other hand, Arvey and Dewhirst (1976), took 271 scientists as a study sample, and found that the degree of job-satisfaction of the workers with high achievement motivation exceeded that of workers with low achievement motivation. Also autonomy is an important concern for employees' job satisfaction. For example, Abdel-Halim (1983) investigated 229 supervisory and non-supervisory employees in a large retail-drug

company and concluded that individuals who have high need-for-independence performed better and were more satisfied with high participation for non-repetitive tasks (Kam, 1998). Additionally, administrative styles, professional status and pay are known as important factors influencing job satisfaction. For example, Carr and Kazanowsky (1994) successfully showed that inadequate salary was much related to employees' dissatisfaction. And recent studies showed that a participative (democratic) management style was mostly preferred by today's managers to increase their employees' job satisfaction (Dogan and İbicioglu, 2004; Knoop, 1991).

Consequently, numerous researches have been going on job satisfaction for many years. And it is common thought that job satisfaction influences organizational behavior, namely it positively affects employee working performance and organizational commitment, and negatively influences employee turnover (Agarwal and Ferrat, 2001; Poulin, 1994; Chen, 2008).

Moreover, the relationships between job satisfaction and many variables such as motivation, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level, emotional intelligence are still being analyzed in different fields as an attractive and important subject of management literature (Ross and Reskin, 1992; Agho et al., 1993; Stordeur et al., 2001; Chu et al., 2003; Kafetsios and Zampetakis, 2008). For example, Sengin (2003), and Hinshaw and Atwood (1984) identified variables that influence employee job satisfaction as: (1) demographic variables: education, experience, and position in the

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hierarchy; (2) Job characteristics: autonomy, tasks repetitiveness, and salaries; and (3) organizational environment factors: degree of professionalization, type of unit.

Mrayyan (2005) said that the variables of encouragement, feedback, a widening pay scale and clear job description, career development oppurtunity, supportive leadership style, easy communication with colleagues and social interaction positively affect job satisfaction, whereas role stress has a negative influence on it. Similarly, the research made by Chu and his friends (2003) demonstrates that satisfaction is positively related to involvement, positive affectivity, autonomy, distributive justice, procedural justice, promotional chances, supervisor support, co-worker support, but it is negatively related to negative affectivity, role ambiguity, work-load, resource inadequacy and reutilizations.

## 2.4 Theoretical Concepts

In terms of theoretical concepts for the study of employee job satisfaction, there are, according to the three Theories of Change Management, Behavioural and Attitude Theories.

### a) The Theory of Change Management

As regulatory pressures, increasing customer demands and competitive forces impact utilities worldwide; change is becoming the norm rather than the exception. It is becoming increasingly important for utility managers to act not only in their traditional roles as managers, but also as transitional leaders a role that focuses on guiding people through the changes inherent in our industry today as in the concepts underlying transition leadership, its characteristics, roles and sequence.

Change management theories and how well they are implemented can be the ultimate driving factors of success in the organizational change. There are many models and theories, and each one has potential benefits or weaknesses for each organization. The following is Transitional Leadership Theory of Change Management that has demonstrated success in organizations.

Given the impact that change has on employees, it is clear that managers must learn to proactively manage employees through the many changes that are inherent in most organizations. The role of transition leader is an often overlooked but important aspect of management. In general, there are 10 characteristics of an effective transition leader.

*Gains support from and confidence of others.* Change is not accepted and work cannot be done without the buy-in of key stakeholders.

*Listens and collaborates effectively.* No matter how good a manager is, people will not follow without a sense of ownership in the organization.

*Takes accountability.* As with any effective manager, successful transition leaders take accountability for their own work as well as that of the entire organization that he or she manages.

*Provides constructive feedback to others.* This type of feedback enables employees to be more effective in adapting to and accepting change.

*Builds relationships with customers, peers and project team members.* This alliance building enables leaders to effectively delegate and gain the buy-in from key resources.

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*Inspires and motivates.* To manage change effectively in the organization, transition leaders need to have inspired employees and stakeholders.

*Communicates openly, early and often.* In that change is such a complex and fearsome idea for most people, it is important for transition leaders to open the flow of communication.

*Provides clear direction.* In order for the organization to get to where it needs to be, employees and stakeholders have to understand where they are and where the organization is going.

*Models the way for the team.* Successful transition leaders do more than just delegate work and build relationships. They also lead by example in order to build credibility and trust.

*Creates opportunities for small wins.* The change involved in large-scale and complex retail sales outlets implementations often appears insurmountable to employees. It is important to reward and recognize team members to boost morale and to keep change initiatives from failing.

Transition leaders are responsible for directly influencing the outcome of retail sales outlets and process change implementations; therefore, successful change requires that transition leaders also assume different roles. In general, transition leaders have four primary roles: catalyst, system and process helper, solution giver and gatherer, and resource impactor.

## b) The Theory of Planned Behavior

The Theory of Planned Behavior was proposed by Icek Ajzen in 1985. The theory was developed from the Theory of Reasoned Action, which was proposed by Martin Fishbein together with Icek Ajzen in 1975 which was grounded in various theories of attitude such as Learning Theories, Expectancy-Value Theories, Consistency Theories, and Attribution Theory. According to the Theory of Reasoned Action, if people evaluated the suggested behavior as positive (attitude), and if they think their significant others wanted them to perform the behavior (subjective norm), this results in a higher intention (motivation) and they are more likely to do so. A high correlation of attitudes and subjective norms to behavioral intention, and subsequently to behavior has been confirmed in many studies.

A counter argument against the high relationship between behavioral intention and actual behavior has also been proposed as results of some studies do not show that behavioral intention always leads to actual behavior because of circumstantial limitations. Namely, since behavioral intention cannot be the exclusive determinant of behavior where an individual's control over the behavior is incomplete, Ajzen introduced the Theory of Planned Behavior by adding a new component, "perceived behavioral control." By this, he extended the Theory of Reasoned Action to cover volitional behaviors for predicting behavioral intention and actual behavior.

The Theory of Planned Behavior specifies the nature of relationships between beliefs and attitudes. According to these models, people's evaluations of, or attitudes toward behavior are determined by their accessible beliefs about the behavior, where a belief is defined as the subjective probability that the behavior will produce a certain outcome.

Specifically, the evaluation of each outcome contributes to the attitude in direct proportion to the person's subjective possibility that the behavior produces the outcome in question (Fishbein & Ajzen, 1975).

Outcome expectancy was originated from the expectancy-value model. It is a variable impacting belief, attitude and expectation. Theory of planned behavior's positive evaluation of self-performance of the particular behavior is similar to the concept to perceived benefits, which refers to beliefs regarding the effectiveness of the proposed preventive behavior in reducing the vulnerability to the negative outcomes, whereas their negative evaluation of self-performance is similar to perceived barriers, which refers to evaluation of potential negative consequences that might result from the enactment of the espoused retail sales outlets behavior.

Human behavior is guided by three kinds of consideration, "behavioral beliefs," "normative beliefs," and "control beliefs." In their respective aggregates, "behavioral beliefs" produce a favorable or unfavorable "attitude toward the behavior"; "normative beliefs" result in "subjective norm"; and "control beliefs" gives rise to "perceived behavioral control."

At first, theory of planned behavior can cover people's volitional behavior which cannot be explained by Theory of Reasoned Action.

An individual's behavioral intention cannot be the exclusive determinant of behavior where an individual's control over the behavior is incomplete. By adding "perceived

behavioral control," theory of planned behavior can explain relationship between behavioral intention and actual behavior.

In addition, theory of planned behavior as well as theory of reasoned action can explain the individual' social behavior by considering "social norm" as an important variable. The theory of planned behavior model is thus a very powerful and predictive model for explaining human behavior.

c) The Theory of Attitude

Attitudes are disposition or tendency to respond positively or negatively towards a certain thing (idea, object, person, and situation). They encompass, or are closely related to opinions and beliefs and are based upon experiences. Since attitudes often relate in some way to interaction with others, they represent an important impact between cognitive and social psychology. As far as work environment is concerned, a great deal of learning involves acquiring or changing attitudes. Attitude change is especially relevant to management and operations of retail sales outlets.

Hovland, Janis, & Kelly (1953) provided one of the first major theories of attitude change, developed in the framework of Hull's learning theory, and oriented towards the effects of persuasive communication. According to the Hovland et al theory, *changes in opinions can result in attitude change depending upon the presence or absence of rewards*. The learning of new attitudes is no different in nature than any other verbal or motor skill, except that opinions relate to a single proposition whereas other skills involve

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a series of propositions. The acceptance of a new opinion (and hence attitude formation) is dependent upon the incentives that are offered in the communication.

Heider (1958) developed a balance theory of attitude change that was influenced by Gestalt principles. In Heider's theory, *when beliefs are unbalanced, stress is created and there is pressure to change attitudes.* The two main factors affecting balance are the sentiment (e.g., liking, approving, admiring) and unity (e.g., similarity, proximity, membership) qualities of beliefs. Balance exists if the sentiment or unity between beliefs about events or people is equally positive or negative; imbalance occurs when they are dissimilar in nature.

Abelson (1968) and others developed the theories of cognitive consistency. Cognitive consistency suggests that people will try and maintain consistency among their beliefs and make changes (i.e., accept or reject ideas) when this doesn't occur. For example, if a college student who wants to live in a coed dormitory and also wants to get good grades is presented with the fact that students who live in coed dorms get poor grades, the student will either reject this proposition or change his attitudes about coed dorms or good grades.

Festinger's theory of cognitive dissonance is one of the best known and most researched frameworks pertaining to attitude change. According to this theory, *attitude change is caused by conflict among beliefs.* A number of factors determine the strength of the dissonance and hence how much effort is required to change attitudes. By manipulating these factors, attitude change can be facilitated or inhibited.

The theoretical base for the use of employee uniforms is the concept of external identification of status and accountability through observable symbols. This external-identification concept plays out in the hospitality industry through the necessary differentiation of employees from guests. Ideally, the nonverbal cue provided by the uniform enhances the organization's ability to serve the guest. Rafaeli and Pratt proposed that dress can direct employees' behavior to be more consistent with the goals and standards of behavior established by the organization.

Part of the concept of uniforms' directing employees' behavior comes from the idea that putting on a uniform also means stepping into a role, as discussed by Markus and Kunda and Markus and Wurf. Moreover, regarding the notion of self-concept, Rafaeli pointed out that "dress acts as a reminder that helps engage particular cognitive schemas of behavior." Putting on the costume and stepping into a role can assist the employee in representing the organization and serving the customer.

However, such role playing taken to an extreme can cause an individual to lose his or her identity, in a process called "de-individuation." This occurs when individuals shed their individual goals, preferences, and standards of behavior to adopt a group's goals and standards. Depriving individuals of the right to determine their own appearance has been found as a major contributor to the process of de-individuation.

## 2.5    The Analytical Conceptual Framework

Based on the document review and literature analysis, this case started from an idea in the mind of the researcher after a thorough examination and evaluation of previous studies. The idea came from research done by others and previous reports on employee job

satisfaction. An overview of the conceptual framework illustrates underlying variable relationships and their terminology as would be used in the case.

The impact between mandatory employee uniforms policy and employee job satisfaction can be conceptualized as depicted in Figure 1, as a two-stage relationship where a set of basic causal factors namely; mandatory employee uniforms influence employee job satisfaction.

## INDEPENDENT VARIABLES

Mandatory Employee Uniforms Policy

Introduction of Employee Uniforms

Employee Attitudes towards Uniforms

**DEPENDENT VARIABLE**

Employee Job Satisfaction
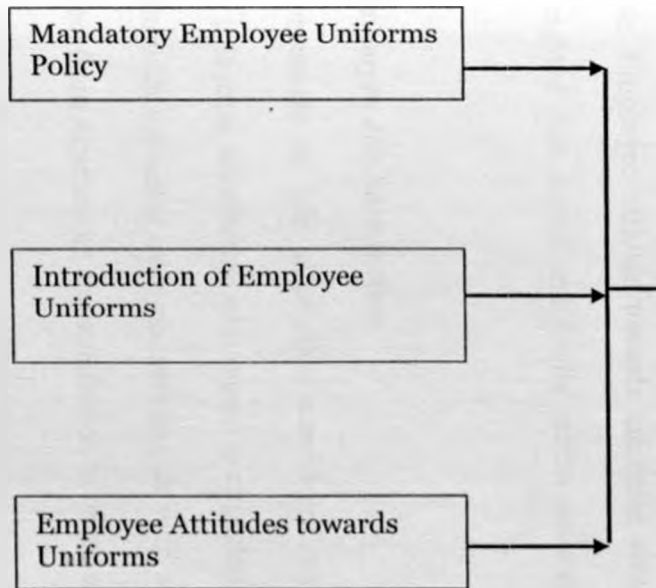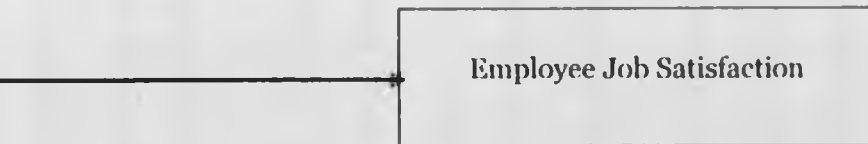
### 2.5.1 Mandatory Employee Uniforms Policy

The determination of mandatory employee uniforms was based on these variables, employee uniform policy and dress code of uniformed staff that are usually uniformed to find out their impacts on employee job satisfaction.

### 2.5.2 Introduction of Employee Uniforms

The process of the introduction of employee uniforms was determined with regard to induction of staff to the new uniform policy for attitudinal change building aimed at enhanced uniforms acceptance because introduction of employee uniforms may have had an impact on their job satisfaction.

### 2.5.3 Employee Attitude towards Uniforms

Employee attitude towards uniforms may have had an influence on their job satisfaction positively, moderately and/or negatively. The real impact was established by the outcome of the case. Employee attitude towards uniforms was subjected to field survey data scores, weighted data scores and finally results assessments to determine the levels of attitude.

### 2.5.4 Employee Job Satisfaction

The six measures of job satisfaction considered were satisfaction with mandatory employee uniforms, satisfaction with regard to expected employee attitude towards work, satisfaction with influence over job, satisfaction with sense of achievement, satisfaction with respect from supervisors and satisfaction in terms of interactions with customers.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1    Introduction

This Chapter included research design for the case, target population and sampling frame, methods of data collection, data processing and analysis, reporting procedures and information dissemination.

## 3.2    Research Design

In this study, Descriptive survey was largely used. Descriptive research was used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. The methods involved range from the survey which describes the status quo, the correlation study which investigates the relationship between variables, to developmental studies which seek to determine changes over time Oklahoma (1997).

Descriptive studies were used because the study aimed at investigating the impact of mandatory employee uniform policy on employee job satisfaction in the organization. The study described the attitudes of the staff of the organization towards the concept of mandatory employee uniforms policy. Descriptive designs resulted in a description of the data, whether in words, pictures, charts, or tables, and whether the data analysis shows statistical relationships or is merely descriptive. Descriptive survey is a precursor to more quantitative studies.

This was a case of a single firm participating in the telecommunications industry. It involved two levels of analysis to increase the complexity and amount of data to be

gathered and analyzed. It involved using multiple sources and techniques in the data gathering process. Data gathered was largely qualitative.

The selection of this design had a basis because case research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. This case emphasized a detailed contextual analysis of employee uniforms policy and employee job satisfaction and their significant relationships. Researchers have used case research method for many years across a variety of disciplines. Social scientists, in particular, have made wide use of this qualitative research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods. Researcher Robert K. Yin defined case research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984:23).

## 3.3    Target Population

The population of study was 22 retail outlets with 600 uniformed employees in a case of Safaricom Ltd in Kenya. A uniformed employee working before and after the introduction of the uniform was used as the unit of analysis. This was a case of a single firm participating in the telecommunications industry.

## 3.4    Sampling Procedure and Sample Size

This explains how data was sampled the technique preferred was  purposive sampling as this allowed for access of a particular subset of people in this case the uniformed employee and the rejection of people who did not fit in the particular profile.  The sample

size was two retail outlets with a total of 60 uniformed employees, one outlet in Nairobi province (30 interview respondents and 1 retail manager) at Sarit Centre and one in Eldoret (30 interview respondents and 1 retail manager). Purposive sampling was selected because it would help to include people of interest and exclude those that did not suit the purpose of the case.

## 3.5    Methods of Data Collection

The study commenced on October 30th 2009 and data collection was undertaken for a period of two weeks ending on November 10th 2009. Data collection used was mainly in two forms – *Secondary* and *Primary*. *Secondary data* collection to include perusal of documents (document analysis). *Primary data* collection involved key informant interviews with uniformed employees and retail outlets managers through face-to-face personal interviews and E-Mail surveys and participant observations.

Case research generates a large amount of data from multiple sources, hence systematic organization of the data was done to prevent the researcher from becoming overwhelmed by the amount of data and to prevent the researcher from losing sight of the original research purpose and questions. Advance preparation assisted in handling large amounts of data in a documented and systematic fashion. The researcher prepared a data base to assist with categorizing, sorting, storing, and retrieving data for analysis.

The researcher collected and stored multiple sources of evidence comprehensively and systematically, in a format that can be referenced and sorted so that converging lines of inquiry and patterns would be uncovered. The researcher used survey and observation

methods whereby the tools used were face to face interviews, administration of mail questionnaires, context analysis document analysis and participant observation.

## 1) Survey

Survey questionnaires were used to collect both qualitative and quantitative data on specific variables: the introduction of employee uniforms, employee attitudes toward uniforms and employee job satisfaction. A representative sample of 60 uniformed employee respondents from 2 retail outlets were qualitatively interviewed who were knowledgeable and experienced on uniforms use and were in the company both before and after introduction of uniforms. A questionnaire with open-ended questions was administered through face-to-face interviews to 30 retail outlets employees and mail surveys for another 30 retail outlets employees and 2 retail outlets managers. For primary data collection, one survey questionnaire organized into sections and designed to collect data on employees was used for primary data collection.

## 2) Context Analysis

Context analysis method was used to analyze the environment in which the employees were working in, in this case the customers comments on whether there was change after the introduction of uniforms. The external context that affected the organization provided for forces to which business reacts thus the change affecting the employees and their place of work. It considered the entire environment of a business which is both internal (customers) and external (Staff)environment. The main goal of a context analysis was to analyze the environment in order to determine employee attitudes towards uniforms and their relationship with employee job satisfaction.

### 3) Document Analysis

Document analysis involved perusal of documents such as employees' uniforms policies, dress codes, written reports, administrative documents, formal studies and evaluations, archival records, service records, organizational records, survey data and personal records for secondary data collection.

### 4) Participant Observation

This method was used to gain holistic understanding of the case and experience daily business life first-hand of retail outlets staffs. It involved retail outlets site visits and personal observations of uniform colours, appearance and designs. Participant observation would lead to deeper understandings than interviews alone, because it provided knowledge of the context in which employee uniforms policy and uniforms impacted on staffs, and may enable the researcher to see things that participants themselves may not be aware of, or that they may be unwilling to discuss. The researcher in this case acted as a full participant in the situation.

### 3.6 Validity

Throughout the design phase, the researcher made sure that the study was well constructed to ensure construct validity, internal validity, external validity, and reliability. For construct validity the researcher used the correct measures for the concepts being studied. Internal validity the researcher strived to establish a chain of evidence forward and backward. External validity techniques such as cross-case examination and within-case examination along with literature review helped to ensure external validity.

## 3.7 Reliability

The case design ensured that the procedures used were well documented and could be repeated with the same results over and over again, and because there can be no validity without reliability (and thus no credibility without dependability), Questionnaires were sufficiently pre-tested with subjects who were comparable to the study sample. The methods and procedures used to collect key outcome data from treatment and control groups together with the key informants were the same

## 3.8 Methods of Data Analysis

Since the study was partly quantitative and qualitative, the methods of collecting data were survey and observation while the tools used were face to face interviews, administration of mail questionnaires, context analysis document analysis and participant observation. Frequency tables were used as well as descriptive analysis. Data collected was analyzed using tables and results presented in percentages and the descriptive designs resulted in a description of the data. This showed how variables were related to each other. Accuracy of data presented was ensured using appropriate computer software SPSS, version 12.0. Report writing was in Microsoft Word. Microsoft Excel was used to formulate the tables and also for entry of arithmetic data.

## 3.9 Operational Definitions of Variables and Measuring Indicators

The operational definitions of variables described the independent and dependent variables as well as their sub-variables as measurable indicators of the study as shown in Table 1 below.

**Table 3.1: Operational Definitions of Variables and Measuring Indicators**

| VARIABLES | VARIABLE INDICATORS | MEANS OF VERIFICATIONS/ MEASURING | RESPONDENT | MEASUREMENT SCALE |
|---|---|---|---|---|
| **INDEPENDENT VARIABLES** | | | | |
| Mandatory Employee Uniforms Policy | • Employee Uniform Policy | • Dress Code | • The Manager to access policy for content analysis | Ordinal |
| The Process of the Introduction of Employee Uniforms | • Introduction to the new uniform policy | • Communication<br>• Training<br>• Management decision<br>• Company policy | • The manager on mail survey<br>• Uniformed employees on face to face interviews | Ordinal |
| Employee Attitude towards Uniforms | • Employee Attitude towards the Uniforms | • Negative Attitude<br>• Moderate Attitude<br>• Positive Attitude | • Uniformed employees on face to face interviews | Ordinal |
| **DEPENDENT VARIABLE** | | | | |
| Employee Job Satisfaction | • Absenteeism<br>• Low job morale<br>• Refusal to wear uniform | • Very dissatisfied<br>• Dissatisfied<br>• Neither<br>• Satisfied<br>• Very satisfied | • The manager on mail survey<br>• Uniformed employees on face to face interviews | Ordinal |

### 3.10 Summary

The study was case investigating in depth the impact of mandatory employee uniforms policy and employee job satisfaction in retail business outlets in the case of Safaricom Ltd in Kenya.

The population of study was 22 retail outlets with 600 uniformed employees in a case of Safaricom Ltd in Kenya. A uniformed employee working before and after the introduction of the uniform was used as the unit of analysis. This was a case of a single firm participating in the telecommunications industry. The sample size was two retail outlets with a total of 60 uniformed employees, one outlet in Nairobi Province (30 interview respondents and 1 retail manager) at Sarit Centre and one in Eldoret (30 interview respondents and 1 retail manager).

The study commenced on October 30th 2009 and data collection undertaken for a period of two weeks ending on November 15th 2009. *Secondary data* collection included perusal of documents (document analysis). *Primary data* collection involved key informant interviews with uniformed employees and retail outlets managers. Methods for data collection used were surveys and observation while the tools were face to face interviews, administration of mail questionnaires, context analysis document analysis and participant observation. The processing of data results begun shortly after the field data collection commenced. Completed data collection instruments were edited and data fed into computer. The data was entered and analyzed by simple descriptive analysis using statistical package for social scientists (SPSS Version 12) computer software.

The processing of descriptive statistics for numeric data involved examining/editing, categorizing and cross-tabulation to reveal the relationship between the independent and dependent variables. The case report was compiled in Microsoft Word and Tables formatted in Excel and results presented in tables, percentages and bar charts.

# CHAPTER FOUR

## DATA PRESENTATION, ANALYSIS AND INTERPRETATION

### 4.1 Introduction

This chapter presents the results of the study and answers to the research questions. Each research objective was analyzed critically and the data obtained used to make inferences and deduction in relation to the research objectives. Data analysis is presented in form of tables and findings are given in percentages. The analysis is divided into four sub sections based on the findings from the questionnaires. The four subsections are mandatory employees' uniforms policy, introduction of employee uniforms, employee's attitude towards uniforms and employee job satisfaction.

### 4.2 Characteristics of Respondents

A total of 60 respondents were sampled. Two respondents were managers while 58 were front line retail outlet staff in different retail centres. 15 mail respondents did not respond therefore a total of 45 responses were used to analyze the data.

*Table4.1: Number of Respondents*

|       |                               | Frequency | Percent |
|-------|-------------------------------|-----------|---------|
| Valid | Face To Face                  | 27        | 45.0    |
|       | Mail                          | 18        | 30.0    |
|       | Unreturned mail questionnaire | 15        | 25.0    |
|       | Total                         | 60        | 100.0   |

During the survey, 27 respondents were interviewed using face to face interview while 18 were interviewed using mail survey. Out of the 45 interviewed 16 were male while 29 were female this shows that there were more females willing to participate in the survey than males. This could be attributed to the fact that women were friendlier to the researcher than the men and were willing to devote their time to answer the questions.

28 of the employees interviewed had served in the company for between 1 to 5 years. 12 respondents between 6 to 9 years and only 9 had served for over 9 years.

## 4.3    Data presentation and analysis

This section presents the findings and analysis of the study in four subsections based on the survey research questions in line with the independent variables.

### *4.3.1    Relationship between Mandatory Employee uniform Policy and employee job satisfaction*

The research sought to find out the relationship between mandatory employee uniform policy and employee job satisfaction in retail business outlets. The policy statement in Safaricom states, 'It is Safaricom's policy to ensure that all staff projects a professional image. Safaricom dress code policy is aimed at providing guidelines regarding appropriate modes of dress according to the kind of work performed by the employee. The dress code policy is based on business-related reasons i.e. maintaining the organization's public image, promoting a productive work environment'. Safaricom as other companies is governed by policies and procedures, in this case if such a policy exists, the staff will have no option but to comply. In the cause of the survey, different views were gathered from staff on employee policy, for example one staff stated that, 'it is okay to be branded and identified with the company'. Another employee implied that the uniforms made the clients to identify them easily. This means the staff was comfortable with the employee uniform policy and had complied. Safaricom Dress Code Policy, (2007)

According to the policy Staff working in the Retail Centers, reception areas is provided with uniforms that they are to wear during office hours the uniforms are mainly designed

for staff that are in regular contact with the customers. With reference to Table 4.5 the level of employee job satisfaction, the study found out that 53.3% which is more than a half were satisfied with their job, 20% were neutral and only 26.7% were dissatisfied with their jobs. From this statement it can be concluded, the relationship between employee uniform policy and employee job satisfaction is more than average. This confirms that the policy has little negative effect on employee job satisfaction. From the responses, the staff at Eldoret which was considered a rural area were more satisfied with their job than the staff from Nairobi which was considered an urban area.

### 4.3.2 *The impact of the process of introducing employee uniforms on employee job satisfaction*

This subsection contains the information on the impact of introduction of employee uniforms on employee job satisfaction.

*Table 4.2: Introduction of employee uniform*

|  | Frequency | Percent |
|---|---|---|
| Communication Through Email | 16 | 35.6 |
| Don't Know | 1 | 2.2 |
| Few people approved after sampling | 1 | 2.2 |
| From a friend | 1 | 2.2 |
| Imposed | 2 | 4.4 |
| Just took measurement | 10 | 22.2 |
| Made mandatory | 2 | 4.4 |
| Missing | 2 | 4.4 |
| Morning Meeting | 1 | 2.2 |
| Not Consulted | 3 | 6.7 |
| Phone Call from supervisor | 1 | 2.2 |
| Informal communication | 5 | 11.1 |
| Total | 45 | 100.0 |

The process of introduction of employee uniform involved a series of formal and informal processes. Of the total respondents 35.6% of the uniformed staff received information about introduction of uniforms through email communication. A further 2.2% of the staff did not know how the process of introduction of uniform begun, another 2.2% got the information from friends and 4.4% of staff believed it was just a management decision to introduce the uniforms while 22.2% were surprised by communication from their immediate supervisors to go for measurements of uniform.

About 4.4% believed it originated from a company policy that made wearing of uniforms compulsory for retail outlets staff. Another 2.2% got the information through staff meeting. 6.7% were not consulted and 2.2% received information from immediate supervisors. 11.1% got the information through informal communication in the office setting. On further probing 97.8% of the staff confirmed the process of introducing the uniform was not accompanied by any induction training and 2.2% were not aware whether there was training or not.

A deeper analysis of the introduction of employee uniforms, the researcher observed from the staff that some of them expressed discontent with the wearing of uniforms because of its design, color and fitting. On the contrary some staff was positive on the uniform as they expressed it branded them as Safaricom employees so they had no problem with introduction of the uniforms. The general assessment of the introduction of employee uniforms, staff indicated that it was a sole management decision to have the uniforms in place while on the side of the company it provided positive image and for staff it affected their job satisfaction negatively.

### 4.3.3. *The impact of employee attitudes towards uniforms on employee job satisfaction.*

This section presents information on employee attitude towards uniforms based on the information gathered from the survey respondents.

*Table 4.3: Analysis of employee attitude towards uniform*

|  | Frequency | Percent |
|---|---|---|
| Negative Attitude | 20 | 44.4 |
| Moderate Attitude | 17 | 37.8 |
| Positive Attitude | 8 | 17.8 |
| Total | 45 | 100.0 |

### Negative attitude

During the survey 44.4% of respondents expressed having negative attitude towards employee uniforms, Out of 20 who had negative attitude, further analysis of the level of negative attitude revealed that 6 were extremely more negative, 9 slightly more negative and 5 more negative.

### Moderate attitude

The respondents with moderate attitude towards employee uniform were 37.8%. Out of the 17 that expressed having moderate attitude, when probed further, it was observed further that 7 had slightly negative moderate attitude as 5 had neutral moderate attitude and another 5 slightly positive moderate attitude.

### Positive attitude

On positive attitude only 17.8% confirmed having positive attitude towards employee uniforms. Out of the 8 respondents that expressed having positive attitude, further analysis revealed that half of them believed their attitude was strongly more positive while the other half believed that theirs was more positive none of the respondents had an

extremely more positive attitude towards mandatory employee uniforms. In the following

table is a deeper analysis of employee job satisfaction with regard to employee uniforms

· *Table 4.4: Analysis of staff attitudes towards uniforms and Employee job satisfaction*

|  | Frequency | Percent |
|---|---|---|
| Very satisfied | 1 | 2.2 |
| Customer comment on staff uniforms leading to mood adjustments. | 5 | 11.1 |
| Neutral Attitude | 6 | 13.3 |
| Staff mood changes affects productivity | 1 | 2.2 |
| Missing Response | 4 | 8.9 |
| Negative Attitude | 7 | 15.6 |
| Job satisfaction is related to attitude | 1 | 2.2 |
| positive attitude facilitates staff job satisfaction | 12 | 26.7 |
| Staff should be consulted about the uniforms | 7 | 15.6 |
| Dissatisfied | 1 | 2.2 |
| Total | 45 | 100.0 |

Analysis of staff attitude towards uniform and level of employee job satisfaction attitude,

it was observed that 11.1% confirmed Customer commented on staff uniforms leading to

mood adjustments. 13.3% expressed neutrality while 2.2% believed it facilitated their

staff mood changes that finally affected their productivity, 15.6% with negative attitude

expressed partial dissatisfaction with the level of employee job satisfaction, 2.2%

confirmed staff performance is related to attitude as 26.7% believed positive attitude

facilitates employee job satisfaction, further 15.6% felt the need for staff to be consulted

about employee uniforms and 2.2% are totally dissatisfied.

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In the cause of face to face interviews, an employee confirmed to the researcher as quoted,' I feel bad every time I pick the uniform to wear it'. An analysis of this statement revealed that there existed some extent of negative attitude towards employee uniforms.

Relatively another stream of staff experienced being downgraded for wearing uniforms as others felt it provided employee identity and unified staff. A positive attitude enables staff to enjoy their job more but if there were other factor constantly frustrating the employees then the positive attitude quickly changed to being negative. The levels of attitude towards employee uniforms ranged from negative, moderate to positive attitude. But generally the staff attitude on uniform in relation to employee job satisfaction was found to be low with reference to Table 4.3 above.

### 4.3.4 *Employee Job Satisfaction*

The table below presents the findings of level of employee job satisfaction according to the responses received during the survey.

*Table 4.5: Level of employee job satisfaction*

|  | Frequency | Percent |
|---|---|---|
| Dissatisfied | 12 | 26.7 |
| Neither | 9 | 20.0 |
| Satisfied | 24 | 53.3 |
| Total | 45 | 100.0 |
|  |  |  |

The study found out that 26.7% of staff expressed dissatisfaction with their job in relation to mandatory employee uniform on which the study was based on., while 20% were neutral and 53.3% confirmed being satisfied with their jobs regardless of the uniforms they are wearing.

On employee absenteeism from work, it was revealed that 13.3% accepted that they absent themselves from work for reasons related to wearing uniforms. Whereas 86.7% confirmed regular attendance to work in disregard to the mandatory uniform that they had to wear. This according to the respondents means the latter were not affected at all by the company policy of wearing uniform. In view of these findings the researcher analyzed deeper for more in depth information on employee job satisfaction as tabulated below.

*Table 4.6: Analysis of employee job satisfaction*

|  | Frequency | Percent |
|---|---|---|
| Very High | 2 | 4.4 |
| High | 12 | 26.6 |
| Neutral | 3 | 6.7 |
| Low | 8 | 17.8 |
| Very Low | 19 | 42.3 |
| Missing Response | 1 | 2.2 |
| Total | 45 | 100 |

Table 4.6 above is an in depth analysis of employee job satisfaction in regards to mandatory employee uniforms, where it was found that 4.4% of the staff confirmed having very high job satisfaction whether they wore mandatory uniforms or not. Of these survey respondents 26.6 % had high job satisfaction, 6.7% were neutral on employee job satisfaction. While 17.8% had low employee job satisfaction, another 42.3% had very low employee job satisfaction and lastly 2.2% were missing responses.

Further probing by the researcher established that 44.4% had refused to wear uniforms while on official duty and 55.6 % responded that they did not see any need to refuse wear uniforms. The feeling of some of the employees seemed negative towards job satisfaction based on reduced work morale. Staff felt de motivated as others felt satisfied. From the

satisfied staff, it was found out that Provision of uniforms contributed to reduction of staff budget on personal clothing for official work.

### 4.3.5 Other relevant issue that came up during the study that could have affected the outcome.

The following issues emerged though outside the scope research. The company could have implemented cost cutting measures with a view to saving operational cost in relation to purchase of the uniforms at very high cost compared to its lifespan.

Attitudes of the staff could also have affected the outcome of the study because some might have answered in the negative maliciously. Others might have answered the questions just for the sake of it and this might have distorted the findings. Some of the respondents in the study were managers who were not willing to give the truth because they were the pioneers of selection of the color and design of the uniform.

# CHAPTER FIVE

## SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### 5.1    Introduction

This last chapter contains the study summary, discussion, conclusion and recommendations as well as suggested areas for further research. The information presented was based on the facts gathered during the study. It is presented in five subsections.

### 5.2    Summary and discussion of findings

The findings of the study are based on the research objective which sought to investigate the impact of mandatory employee uniform policy on employee job satisfaction. A questionnaire was administered to both management and regular staff of Safaricom limited. Inferences were later made using frequency tables. In this section, the findings of the study are discussed based on the three research objectives of the Study, which were to establish the relationship between the mandatory employees uniforms policy, to establish the impact of introduction of employee uniforms, to determine the impact of employee attitudes towards uniforms all in relation to employee job satisfaction.

Table 5.1 below summarizes the findings of the study. The findings are categorized based on the objectives of the study

*Table 5.1: Summary of Findings*

| Objectives | Findings | Remarks |
|---|---|---|
| • To establish the relationship between the mandatory employees uniforms policy and employee job satisfaction in retail business outlets | • The study found out that 53.3% (which is more than a half) were satisfied with their job while 20% were neutral and only 26.7% were dissatisfied with their jobs. | • This confirms that the policy has little negative effect on employee job satisfaction. |
| • To establish the impact of introduction of employee uniforms on employee job satisfaction | • The general assessment of the introduction of employee uniform staff indicated that it was a sole management decision to have the uniforms in place. | • Introduction of employee uniform affected the employees job satisfaction negatively |
| • To determine the impact of employee attitudes towards employee uniforms on employee job satisfaction. | • During the survey 44.4% of respondents expressed having negative attitude towards employee uniforms. While 37.8% had moderate attitude and 17.8% had a positive attitude. | • Generally the staff attitude towards mandatory employee uniform was found to impact negatively on employee job satisfaction.. |

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## 5.3 Relationship between Mandatory Employee uniform Policy and employee job satisfaction

It is clear from the study that mandatory employees uniforms policy had little negative effect on employee job satisfaction of the respondents 53.3% which is more than a half were satisfied with their job while 20% were neutral and only 26.7% were dissatisfied with their jobs.

## 5.4 The impact of introduction of employee uniforms on employee job satisfaction

The general assessment of the introduction of employee uniform staff indicated that it was a sole management decision to have the uniforms in place. Communication of the introduction of employee uniform came from different modes. Of the total respondents 35.6% of the uniformed staff received information about introduction of uniforms through email communication. A further2.2% of the staff did not know how the process of introduction of uniform begun, another 2.2% got the information from friends and 4.4% of staff believed it was just a management decision to introduce the uniforms while 22.2% were surprised by communication from their immediate supervisors to go for measurements of uniform. On further probing 97.8% of the staff confirmed the process of introducing the uniform was not accompanied by any induction training and 2.2% were not aware whether there was training or not. From the study it's clear that Introduction of employee uniform affected the employee's job satisfaction negatively.

## 5.5 The impact of employee attitudes towards employee uniforms on employee job satisfaction.

During the survey 44.4% of respondents expressed having negative attitude towards employee uniforms. While 37.8% had moderate attitude and 17.8% had a positive attitude. The study found out that the levels of attitude towards employee uniforms ranged from negative, moderate to positive attitude. But generally the staff attitude on uniform in relation to employee job satisfaction was found to be low

## 5.6 Conclusion

The study sought out to investigate the impact of mandatory employee uniform policy on employee job satisfaction in retail business outlets a case of Safaricom limited. This was based on three research objectives of the Study, which were to establish the relationship between the mandatory employees uniforms policy, to establish the impact of introduction of employee uniforms, to determine the impact of employee attitudes towards uniforms all in relation to employee job satisfaction. The study was based at Safaricom business retail outlets in Nairobi Sarit centre and Eldoret. The study concludes there should be maximum staff involvement on decision making, the general findings are that staff were not positive towards employee uniform because of the various factors that have been stated in this report for example there was no staff consultation prior to the introduction of uniforms. The study further established that employees had no problem with the uniform policy meaning they would have been comfortable with a uniform if they were consulted on selecting it.

## 5.7    Recommendations

From the findings of the study, the researcher hereby recommends the following;

1) There should be staff consultations on new decisions that affect company operations and staff, for example during the introduction of staff uniforms there should have been staff consultations on the need, design, color and end user requirements.

2) Companies should embrace change management practices prior to introduction of new policies, procedures and operational system for participatory and all inclusive decision process.

3) The situations that demand staff to wear company attire to take into account staff needs and requirements. For example uniforms should be more formal than casual such as a suite in preference to casual wear.

## 5.8 Areas  of further research

In the process of the survey, the researcher came across issues touching on wide gaps in staff salary and benefits. Since it was beyond the scope of this research, the researcher recommends it for further studies to determine the wide variations of staff payments in business organizations.

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# APPENDICES

## APPENDIX1: INTRODUCTION LETTER

Good morning/evening Sir/Madam, I am Jessica Muthoni Gakinya from the University of Nairobi carrying out a survey to investigate the impact of mandatory employee uniforms on employee job satisfaction in retail business outlets in a case of Safaricom Ltd. I would appreciate if you give me your views on the same in face-to-face interview or by filling in this mail questionnaire and submitting it back.

Either way, the interview or questionnaire filling will take 30 to 40 minutes to complete. The answers you give will be treated in confidence and your identity will not be revealed to anyone.

Thank you for your cooperation in this regard,
Jessica M. Gakinya

## APPENDIX 2 SURVEY QUESTIONNAIRE

Thank you very much once again. May I/you begin the interview now? Respondent AGREE to be interviewed PROCEED/DO NOT AGREE to interviewed END THERE *(NB. Kindly mail back blank questionnaire if you do not agree to fill in).*

**INSTRUCTIONS:** *This questionnaire is both for face-to-face interviews and mail survey. Respond by GIVING ANSWERS OR FILLING or TICKING IN ONE OF THE BOXES ONLY PER QUESTION accordingly whichever is applicable to you. YOU CAN START.*

Name of the Interviewer *(For face to face interview only)*.....................................

Serial Number *(To be inserted by Data Editor/Interviewer only)*..............................

Indicate Interview Date.................................................................................

Mode of Interview *(Tick one in the box)* ☐ Face-to-face ☐ Mail

## SECTION 1: GENERAL RESPONDENT INFORMATION

1. Name of Respondent *(Optional)*.......................................................................

2. Designation *(Optional)*.................................................................................

3. Gender of Respondent ☐ Male ☐ Female

4. Department of service in the company

   ☐ Commercial ☐ Customer Care ☐ Other (Specify)

5. For how long have you served in the company?

   ☐ Less than 1 Year. ☐ 1-5 Years ☐ 6-9 Year ☐ Over 9 Years

## SECTION 2: INTRODUCTION OF EMPLOYEE UNIFORMS

6. What was the process used in introducing employee uniforms in the company?

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7. Did you attend any induction course on new uniforms policy prior to the introduction of employee uniforms?

☐     YES        ☐     NO

8. If yes, what effect did the training have on your attitude towards employee uniforms?

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9. How did the introduction of employee uniforms affect your job satisfaction at your place of work?

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## SECTION 3: EMPLOYEE ATTITUDE TOWARD UNIFORMS

10. How would you classify your attitude towards employees uniforms based on these categorization?

☐ *Negative Attitude*      ☐ *Moderate Attitude*      ☐ *Positive Attitude*

11. Based on what you have ticked in Q 10 above, how would you further rate by scoring your attitude category on these levels *(further rate the one you ticked above only)*

a) *Negative Attitude*

☐ Extremely more negative    ☐ strongly more negative    ☐ more negative

b) *Moderate Attitude*

☐ Slightly negative      ☐ Neutral      ☐ Slightly positive

c) *Positive Attitude*

☐ More positive      ☐ strongly more positive      ☐ extremely more positive

12. How does your attitude on uniform affect your level of employee job satisfaction?

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........................................................................................................

### SECTION 4: EMPLOYEE JOB SATISFACTION

13. How would you state your level of employee job satisfaction?

☐ Very dissatisfied ☐ Dissatisfied ☐ Neither

☐ Satisfied ☐ Very satisfied

14. Do you absent yourself from work based on your employee job satisfaction level?

☐ YES ☐ NO

15. How does your job satisfaction affect your job morale?

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16. Do you sometimes refuse to wear employee uniforms?

☐ YES ☐ NO

17. What other relevant issues in relation to mandatory employee uniforms and employee job satisfaction in a case of Safaricom Ltd do you think you can add?

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18. Do you have any additional comments you would like to share?

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*Thank you very much for your cooperation in this regard.*

**END OF SURVEY**