

ANALYSIS OF FACTORS THAT INFLUENCE JOB SATISFACTION IN THE RIFT VALLEY RAILWAYS

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

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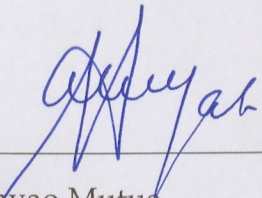
*A Management Research Project Submitted in Partial Fulfillment of
the Requirement for the Award of Master of Business Administration
(MBA), Business School, University of Nairobi,*

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DECLARATION

DEDICATION

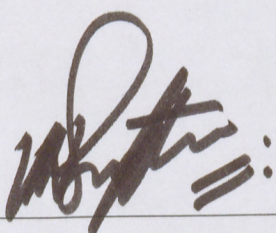
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Signed:  Date: 4/6/07

Martin Munyao Mutua

REG. NO. D61/P/7016/04

This Project has been submitted for examination with my approval as the University Supervisor.

Signed:  Date: 11/06/07

Mr. Stephen N. M. Nzuve

Senior Lecturer and Associate Dean,

School of Business, University of Nairobi

DEDICATION

This Project is dedicated to my late Mum, Susan Mbesa Mutua

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ABSTRACT

The purpose of the study was to establish the factors that influence Job Satisfaction in the Rift Valley Railways and whether the employees were satisfied with their new employer compared to Kenya Railways Corporation.

The research was a descriptive survey. Primary data was collected using a semi-structured questionnaire that was answered by 48 respondents from the organizations' Central Region and the Headquarters. The data was collected between 1st March and 20th March 2007, five months after the Railway concession. The data was analyzed using the SPSS program. The findings were that the employees of rift valley railways are indifferent about their feeling on job satisfaction. On pay and compensation in general, the employees reported that they were dissatisfied. However, on working environment, supervision, the job and working conditions, the employees responded that they were satisfied.

An interesting observation was that while the employees were not satisfied with their current pay, given the same salary in another organization, they were not ready to quit their jobs.

1.0 CHAPTER 1: INTRODUCTION

1.1 *Introduction and Motivation of Study*

The level of Job satisfaction in an organization is of great concern to managers for various reasons. There is clear evidence that dissatisfied employees skip work more often and are likely to resign and that dissatisfied workers are also more likely to engage in destructive behavior. It has been demonstrated that satisfied employees have better health and live longer, and finally, satisfaction carries over to employee's life outside the job.

Dissatisfaction is frequently associated with a high level of complaints and work grievances. High-dissatisfied employees are more likely to result to sabotage and passive aggression. Several studies have shown that employees who are dissatisfied with their jobs are prone to health setbacks ranging from minor headaches to heart disease. For management, a satisfied workforce translates into higher productivity due to fewer disruptions caused by absenteeism or good employee quitting, fewer incidents of destructive behavior, as well as lower medical and insurance costs. The goal of Job satisfaction can, therefore, be defended in terms of both shillings and cents and social responsibility.

Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with conditions that are often less than ideal and like. This means that an employee assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements.

Several methods have been used to measure job satisfaction. The two most widely used approaches Bateman & Organ (1991:339) are a Single Global rating

1.2 *The Railways Transport Sub Sector in Kenya*

During the scramble and partition for Africa conference of 1885 in Berlin, according to Hill (1987), Britain took over a colony in East Africa, the region currently known as the republic of Kenya and Tanzania. To open the region for European settlement and suppress slave trade, the British wanted to build a Railway line.

In 1885, the Imperial British East Africa Company started the construction of what they referred to as the Central Africa Railways which stretched for seven miles from Mombasa and the company ran bankrupt. The British Government took over and on 30th May, 1896 the construction started again at Kilindini, Mombasa under the supervision of Sir George Whitehouse. There were many problems encountered on the way including leveling of the topography, the man-eaters of Tsavo, and the Hostile tribes among the noticeable ones. The railway reached port Florence (now Kisumu) in 1901 from which Uganda would be reached by steamship across Port Bell (now Njinja.)

Uganda Railways was renamed Kenya Railways on 3rd February 1926 to highlight the white settlers who had occupied the "white Highlands". On 20th December 1927, the Kenya Uganda Railways was renamed Kenya Uganda Railways and Harbours. It was run by a High Commission Management covering the Mombasa Harbour, the Railways and lake Victoria Ports.

On 1st May 1948, the Kenya Uganda Railways was amalgamated with those of Tanganyika and renamed East Africa Railways and Harbours. This was the biggest undertaking by the colonial administration in East Africa and operated in an area of 700,000 square miles.

By June 1969, the three East African Countries gained their independence and formed the East Africa Community to oversee the common services in the region. As a result, the Harbour section was removed to form a separate corporation and

was renamed as East Africa Railways Corporation. However, due to unworkable financial problems, the East Africa community broke up in August 1976. This gave birth to Kenya Railways Corporation on 1st January 1977, which was legalized by the Act of parliament Cap. 397 of the laws of Kenya, on 20th January 1977. The Kenya Railways Corporation operated 2650 kilometers of permanent way (Track) from Mombasa to Malaba and Kisumu including Branch lines to Taveta, Magadi, Nanyuki, Nyahururu, Kitale and Butere.

Due to poor performance by the Kenya Railways Corporation as shown in appendix III, the Government of Kenya decided to concession the corporation for 25 years for freight services and 5 years for passenger services. The winner of the concession re-named the corporation *Rift Valley Railways (RVR)* which was incorporated in Kenya as *Rift Valley Railways (Kenya) Limited (RVRK)* according to the Kenya Railways Corporation Newsletter (September -December 2006).

According to the East African Magazine Advertorial on Kenya Uganda Railways Concession (2005: i-iv), *RVRK* is a company formed by a group of 3 companies led by South Africa's Sheltam with 60% shareholding as the lead investor, Trans-century 20%, ICDC Investment 10% and Australian Babcock and Brown 10%. The decision to concede Kenya Railways was part of the Kenya Government's option of attracting the private sector funding for operation, maintenance, rehabilitation and renewal of infrastructure which would in turn result to rapid economic recovery and investment opportunities. The Concession agreement was signed on January 23, 2006 by the Government of Kenya, Kenya Railways Corporation and Rift Valley Railways (K) limited and became effective on November 1, 2006.

Under the "Economic Recovery Strategy for Wealth and Employment Creation" (ERSWEC 2003-2007), the transport sector has been identified as the third pillar

to the Kenya's economic recovery. This has also been articulated in the vision 2030 for the Kenya economy.

Following the signing of the Concession according to the Kenya Railways Corporation Newsletter to the employees (September - December 2006), the World Bank considered and approved the release of a credit Loan of US \$120.62 Million (Kshs. 8.7b) to the Kenya Government, of which 60% or (Kshs. 5.1b) was earmarked to support the concession i.e. retrench staff, redeployment support, and payment of pension arrears for Kenya Railways retired staff.

Under the arrangement according to the Concession Agreement (2005: 49-50), the Rift Valley Railways will remit US\$ 40 million annually to the Government as annual fee. The RVRC will also be expected to invest US\$ 280million to rehabilitate existing assets and US\$42 million investment in new rolling stock and operating equipment over the concession term. US \$80 out of US \$322m total investment is anticipated within the first five years.

1.3 Performance of Railways before Concession

During the colonial and immediate postcolonial era, the railway was the single highest contributor to Kenya's Gross Domestic Product and contributing about 5% in 1970's. The workers were satisfied and respected as the government body was one of the best employers in the country. However, after restructuring since 1992 the load carried by the corporation has gone down by more than half and the organizations contribution to the GDP has gone down to a mere 1.9% by 1995. (See appendix III for the organizational performance over time). In the 1990s the corporation was doing poorly financially and was not able to pay employee salaries without the assistance of the Government. The period was also marked by many employee unrest with 5 strikes or sit-ins in 2000 alone according to the organizations Industrial Relations Report for the year. By 2002

the corporation was not able to pay employee salaries in time. According to the Corporations Industrial Report for that year, the organization was in three months salary arrears for permanent staff and five months for casuals.

1.4 Problem Statement

To meet the challenges created by competitive business environment, the Kenya Railways Corporation started restructuring in early 1990's in order to improve its operational efficiency. Prior to the restructuring, the corporation was for example, transporting 4.5 million tones of good annually in 1982 and was contributing to about 5% to the National Gross Domestic Product (GDP). The morale of the workers was very high and the company was one of the most respected and well paying in the country. However, after restructuring since early 1990's, the load carried by the corporation has dropped. According to the Corporations corporate plan 2005 - 2010 in the 1993 statistics for example, the load carried by railways fell to 2.5 million tones and 1.9 million tones in 2005. In the concession deal, RVR took over 3350 employees from the KRC and the employees had their services transferred to the new employer. It was envisaged that the concessionaire will improve the infrastructure, equipment, technology used and generate more revenue hence pay more profits and taxes to the Kenyan Government. According to the Agreement (2005), the government felt that concession was the only way to save the giant corporation, improve the morale of workers and in effect result a higher economic growth rate for the country.

The study established that the concession of Kenya Railways improved on the morale of workers, the level of job satisfaction and highlighted the factors influencing job satisfaction.

1.5 Research Questions

The main question in this study is whether the concession of the Kenya Railways Corporation to a private firm would result to improved employees job satisfaction. Secondly, what specific factors influenced job satisfaction or job dissatisfaction in the Rift Valley Railways (K) Limited and finally what can the management of Rift Valley Railways (K) Limited do to improve on job satisfaction of its employee and hence improve on productivity.

1.6 Objective of the Study

- I. To measure the level of job satisfaction of employees in the Rift Valley Railways (K) Limited.
- II. To compare the level of job satisfaction before and after railway concession.
- III. To draw conclusions and provide recommendations on how improvement on job satisfaction by firms in both the public and private sector planning to concession some of their services can be done.

1.7 Importance of the Study

The findings of this study will be of interest to the several parties. First is the Rift Valley Railways Management. The management will be made aware of the areas causing great dissatisfaction hence try to solve the problem in order to boost morale of workers and cause satisfaction. The survey will also be of great interest to researchers and the Human Resource management. It will reveal some of the factors influencing job satisfaction and whether the variables of Job satisfaction

have changed. The Government of Kenya may use the information in its endeavor to influence control in terms of ownership and also on how it could offer supportive role in other public enterprises targeted for restructuring.

According to Bateman & Organ (1991:344), in the management literature published before 1950, the more common word for job satisfaction was morale. This usage was probably derived, as did so much of the nomenclature of early management concepts, from the military tradition. In the 1950's, the term morale gradually fell into disuse in scholarly literature. Job attitude replaced it, probably because the instruments used to measure morale came from the techniques of attitude scale construction as developed in psychology.

Job satisfaction can therefore be defined as "the favorableness or unfavorableness with which employees view their work" (Wendy and Lawler III, 1985:706-20).

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Satisfaction concerns the outcome of events between people and the environment. It is a subjective reaction, which refers to the internal state of people who have obtained what they are seeking and is synonymous with getting and fulfilling. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisors, the quality of the physical environment in which they work, degree of fulfillment in their work, training and development. Herzberg et al (1957) as quoted by Bateman & Organ (1991:344) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers developed the two-factor model of satisfiers and dissatisfiers. It was assumed that people have the capacity to report accurately the conditions which made them satisfied or dissatisfied with their jobs. It was found that the accounts of 'good' periods most frequently concerned the content of the job.

The two main features of job satisfaction as found out by Bateman & Organ (1991) are job design and matching the individual with the job. A general

2.0 CHAPTER 2: LITERATURE REVIEW

2.1 *Job Satisfaction*

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The two main features of job satisfaction as found out by Bateman & Organ (1991) are job design and matching the individual with the job. A general

definition of satisfaction is therefore a perception of the job by the jobholder who determines the level of satisfaction based upon physiological and psychological needs. It is a self-administered assessment of all the factors in the job that may please or displease, which are then aggregated to give a level of satisfaction.

The effectiveness of money as a satisfier was questioned by Herzberg et al (1957:351). He claimed that while lack of money can cause dissatisfaction, its provision does not result in lasting satisfaction. He seemed to have either understood or at least suspected the existence of this problem, because he emphasized that he was researching on the overall satisfaction of the worker. He concluded that workers derived satisfaction (and hence motivation) from achievements that are centered on job content such as responsibility, autonomy and self-esteem or actualization in terms of leadership, challenging jobs, or pay. Green (1972:31-4) found out that present reward to the worker is reflected in added performance and satisfaction that comes at a later time.

A more complete list of job related satisfiers was given by Furrer (1983:595). These are work content, control, the actual tasks, supervision styles, the organization and its management policies, promotion opportunities, financial reward, Attitudes of the co-workers and Working conditions.

Reward as a variable was discussed by Brockman & Gordon (1983:155-59) in the relationship between performance and job satisfaction. They found out that there is evidence to support the proposition that pay causes satisfaction. They said that pay is of great interest to the organization because on one part it is relatively easy to administer and on the other hand it is a major cash outflow from the organization.

The organizational factors that had significant impact on the pay -satisfaction relationship could easily be condensed from eleven to three as found out by Shapiro and Mohmoud (1980:249). These are social comparison or how a worker compared his salary to that of a referent person, the actual pay or the current salary of the employee and the Wage history which included the level of pay the worker was getting in his previous job.

Research work by Davis, (1991:99-102) has identified several characteristics of a worker that are positively correlated to job satisfaction if one was to view the organization as a whole instead of considering an individual worker. These are among others the occupational level and age of a worker.

Occupational Level

More research work by Davis as discussed earlier found out that job satisfaction increases progressively up the organization hierarchy. Professionals and managers have the highest level of job satisfaction in any organization, followed by the skilled workers, (e.g. technicians) and lastly the unskilled workers.

In his conclusion, Arvey et al (1989:191) says that the organization may have somewhat less control over job satisfaction than is commonly believed particularly with respect to intrinsic satisfaction.

Age

There is some correlation between job satisfaction and age although it is not as strong as the correlation between job satisfaction and job level were the findings of Davis in his research on the subject. He found out that the older the worker, the more satisfied he is because has better adjustment to the work situation, fewer expectations (especially for any promotion) and more experience.

Human Factor in Job Satisfaction

Research on human factor in job satisfaction by Bett (2000:2049) has resulted in diverse findings. He found out that improved job satisfaction increase happiness and contentment but not necessarily productivity. He further found out that motivators will often improve productivity and job satisfaction. Elements such as the resources provided, financial rewards, relations with co-workers and comfort may improve job satisfaction but not necessarily productivity. He also noted that improved productivity usually leads to higher morale, which make the application of motivators easier and more likely to succeed and that improved job satisfaction may improve mental and physical health.

In a number of surveys by Naoi and Scholer, (1985), quoted in Briggs, 1991:40), Japanese workers have rated themselves low on job satisfaction and yet they work more hours for less reward than their United States and British Counterparts. Her explanation is based on cultural factors in that the Japanese have a deep felt desire to keep relation of duty separate from the relation of personal feeling, "duty must come first and must exist totally separate from the domain of personal feelings".

In a study done by Hill (1991b:198) in a company considered to be a "leading light in the British quality circle movement", it was found out that there was no significant difference in the attitudes of members and non-members towards job satisfaction, long-term commitment to work for the company and perception of the company as a fair employer. Also there had been apparent progress in overcoming 'us' and 'them' attitudes. A general body of opinion (e.g. scarpello 1988; Organ 1988:550) regards job satisfaction measures as reflecting a general notion of 'fairness' more than anything else.

Gallup conducted the longest running series of job satisfaction surveys between 1949 and 1970's. During this period only a small proportion of workers 20% at most, and usually less - responded with dissatisfied, figures which came as quite a surprise to many researchers (Gallup 1978: vol. 1).

Research by Sheppard (1972:53-60), and Gooding (1972: 110-20) agreed that in early 1970's, job satisfaction was spiraling downwards and that the major cause was "sterile" work that offered too few people opportunity for psychological growth and fulfillment.

Herzberg review in 1955 showed a consistent trend in job attitude, according to age and length of service. When people begin to work, they appear to do so with considerable enthusiasm. The enthusiasm soon wanes giving way to steady decline of morale, which reaches its lowest depth in the late 20's or early 30's. He discovered that attitude becomes increasingly positive, at least well into the 50's.

As indicated earlier, Gallup survey showed a dip of job satisfaction in the period 1963-1971. During this period, there were a growing proportion of young workers in the labourforce. According to Organ & Bateman (1991:346-47), probably, the strongest contributing factor was the age structure of the labourforce. However, until 1960, the post World War II labourforce steadily older. In 1960, the proportion of workers aged 20 -34 numbered just over 30%; by the mid 1970's, the figure reached 40% as members of the post war Baby boom had began to mature and enter the labourforce. It is a demographic fact of life that young workers particularly those under 30 tend to report less job satisfaction than older employees.

The degree of satisfaction obtained by individuals depends largely on their own needs and expectations and the environment in which they work Armstrong,

(1996:158-9,167). Research has not established any strong positive connection between satisfaction and performance. A satisfied worker is not necessarily a high producer and a high producer is not necessarily a satisfied worker. Some scholars argue that good performance produces satisfaction rather than the other way round, but their case has not been proved

A study done by Mwaura (1993:30-40) says that Job satisfaction will largely remain an amorphous and hence an elusive concept. This makes studying it more difficult as the variables that constitute to job satisfaction are evolving with time. With the introduction of performance management and contracting, job satisfaction has become dynamic and elusive.

Research continues to identify new variables every day noted by Jiambalvo (1979:439). The role of these new variables renders many existing variables absolute. For example, it was a common assumption that greater effort (from the worker) leads to better performance, which in turn leads to greater rewards. According to Jiambalvo, the assumption was farcical because it ignored the intervening role of performance evaluation (P/E).

It has been observed by Nzuve (1999:48) that if money is to act as a motivator, it is necessary to assume that there is relationship between performance and reward. He noted that those employees who seek money will be motivated to higher performance only if they can clearly link the higher performance to the reward of more money. He seemed to concur with the expectancy theory that money motivates to higher performance to the extent that it satisfies an individual personal goals and is perceived as dependent upon performance criteria.

There is a very strong relationship between job satisfaction and employee development according to an unpublished report by Koech, (2002:45-50). She found out that the satisfaction in commercial banks in Kenya could be attributed to the support employees have from the organization regarding their careers. About 90% of employees agreed that they had been given enough training to do their jobs hence high satisfaction.

Another study by Koech (2005:28-39) found out that, in Kenya, employees in the hotel Industry are well trained, have opportunities to use and develop their skills and knowledge, the organization support the personal growth, and are able to solve work related programs. However, the overall job satisfaction was low because of inequity in compensation.

2.2 Factors Determining Job Satisfaction

An extensive view of the literature by Robbins (1998:151-161) indicates that the important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, good personality-job fit and the individual genetic disposition.

Mentally Challenging Work

Employees tend to prefer job that give them oppornities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.

Equitable Rewards

Employees want pay systems and promotion policies that they perceive as just, unambiguous and in line with their expectations as has been pointed out by

Robbins (1998:152). When pay is seen as fair based on job demands, individual skill level and community pay standards, satisfaction is likely to result. Employees will also seek fair promotion policies and practices. Promotions provide opportunities for personal growth, more responsibilities and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner are therefore likely to experience satisfaction from their jobs.

Supportive Working Conditions

Employees are concerned with work environment for both personal comfort and facilitating doing a good job. Studies demonstrate that employees prefer physical surrounding that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be either extreme - for example, having much heat or too little light.

Additionally, most employees prefer working relatively close to home, in clean and relatively modern facilities and with adequate tools and equipment.

Supportive Colleagues

People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction. The behaviour of ones boss also determines job satisfaction. Studies generally find that employee satisfaction is increased when the immediate supervisor understands and friendly, offers praise for good performance, listens to employees' opinion and shows personal interest in them.

Good Personality - Job Fit

Researchers agree that high agreement between an employee's personality and occupation results in a more satisfied individual. People with personality type congruent with their chosen vocations find that they have the right talents and

abilities to meet the demands of their jobs. As a result, they are likely to be successful and because of this success, have a greater possibility of achieving high satisfaction from their work.

Individual Generic Disposition

As much as 30% of an individual satisfaction can be explained by heredity. Analysis of satisfaction data for selected sample of individuals over a 50 - year period by Adler (1991:152) found out that individual results were consistently stable over time when people change the employer for whom they worked and their occupation. An individual disposition towards life- whether positive or negative is established by his or her genetic make up, holds over time, and carries over into his or her disposition towards work. For such employees, there isn't much the managers can do to influence their satisfaction. This view suggests that managers should focus attention on employee selection. If one wants satisfied workers, he should ensure that he screens out negative, maladjusted, trouble making fault-finders who derive little satisfaction on in anything about their jobs.

2.3 Job Dissatisfaction

We may not understand job satisfaction without understanding job dissatisfaction. Job satisfaction is not the mirror opposite of job dissatisfaction. Herzberg (1966) quoted by Bateman & Organ (1991:353) argued that, contrary to intuitive logic, job satisfaction and dissatisfaction are neither mirror opposites nor are they generally caused by opposite factors. He based his conclusions on a study that asked people to write stories about occasions on which they felt especially good about the job. Analysis of the stories showed that, when achievement or the work itself were mentioned, they were likely to write an episode of feeling good.

As discussed earlier Gallup Poll survey (1978:vol.1) asked people who described themselves as generally satisfied or dissatisfied with their jobs to give reasons for their answers. Of those who described themselves as satisfied, more persons (39 percent) mentioned "enjoy my work" than any other reason. Those who said they were dissatisfied most frequently cited "poor wages" (34 percent). However, 20 percent of the dissatisfied group did cite "boring job" as a factor causing their discontent. These studies and others suggest a model that defines four categories of satisfaction and dissatisfaction.

The satisfied-dissatisfied dimension is defined by whether the person's job attitude is generally positive or negative. The active-passive distinction refers to the frequency with which the attitude is aroused and actually becomes a force on job behavior. Passive attitude more or less stays in the background of consciousness and is expressed only when external stimuli awakes it.

2.4 Consequences of Job Satisfaction and Job Dissatisfaction

Turnover

Empirical studies have firmly established that a satisfied employee is less likely than the dissatisfied counterpart to quit the job over a given period Robbins (1998:156-57). The actual strength of the relationship between satisfaction and turnover varies considerably from one organization to another and from one time period to another. Individuals who strongly like their present jobs can be tempted by prospects of better pay, career advancement or other opportunities existing elsewhere. The level of unemployment determines much of the variance in the job turnover. However, on the whole, the satisfied employee tends to stay and the dissatisfied leave. Those actively dissatisfied are the most likely to leave first.

Absenteeism

Since turnover is inversely related to the level of job satisfaction, so is absenteeism was the finding of Mwaura (2000:35). Dislike of the work itself best predicts a person's rate of absences; attitude towards co-workers, supervisors, and benefits have less effects on work attendance. Job satisfaction aside, absence rates decline in periods of high unemployment and increase when employees can easily earn overtime pay. Some studies strongly support the notion that a person's past record (including days absent in school) predicts future absenteeism. Conceivably absence is a learned behavior, shaped at an early age.

Union activity

Ample evidence exists to document the relationship between job attitudes and various forms of union activity: voting for union representation, attending meetings, support the union cause, and participating in work stoppages. Active dissatisfaction, frequently stemming from perception of serious inequities regarding pay, supervision, and work conditions seem to initiate and sustain these activities.

Productivity

For nearly half a century, managers and industrial psychologists have been nagged by the questions whether increased job satisfaction lead to higher productivity and whether job dissatisfaction hurt productivity. Popular opinion views job satisfaction as having a direct effect on performance.

2.5 How Employees Express Dissatisfaction

Employee dissatisfaction can be expressed in a number of ways. For example, rather than quit, employees can complain, be insubordinate, steal organizational property, or shrink part of their work responsibilities. Research by Ferrell

(1983:596-606) offer four responses that differ from one another along two dimensions: constructiveness/ destructiveness and activity/passivity. Employees express dissatisfaction in a number of ways. There are those who decide to exit the organization. This behavior is directed towards leaving the organization, looking for a position elsewhere as well as resigning. Other employees express their dissatisfaction through voice. This group actively and constructively attempts to improve conditions by suggestions to improvements, discussing problems with superiors and show some form of Union activity. Another group may decide to show loyalty. This group passively but optimistically waits for conditions to improve, including speaking up for the organization and its management to do something. Other employees show neglect by passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort and increased error rate.

Exit and neglect behavior encompasses our performance variables- productivity, absenteeism, and turnover. Union members often express dissatisfaction through the grievance procedure, or through formal contract negotiations. This voice mechanism allows the union members to continue in their jobs while convincing themselves that they are acting to improve the situation noted Robinson (1998:154).

From the literature review it can be noted that there are many symptoms that could indicate job dissatisfaction. They include general discontentment, low productivity, low morale, poor health, high labor turnover, absenteeism, extended breaks, poor time keeping and uncooperativeness. Unfortunately, there are many other factors that may cause these symptoms, so unless personal counseling clarifies the satisfaction situation; there is no clear evidence upon which to base remedial action.

It is important for an organization to know the level of job satisfaction among its workers so that adequate funds are made available for job design, job enrichment and other motivational programs, particularly achievement, recognition, advancement, responsibility, and the work itself. There is no strong acceptance among researchers which increased job satisfaction produces improved job performance. Improved job satisfaction sometimes decreases job performance. For example, you could let someone sit around all day and do nothing. That may make him more satisfied with his "work" in the short run, but his performance certainly didn't improve.

The population of this study comprised of all the 3350 employees serving the Rift Valley Railways (RVR) Limited. There is a complicated inter-linked relationship between the variables that are associated with the job satisfaction according to De Vries, (1979:vol.1). It is difficult to identify which are the criteria, the predictor, the intervening and/or the moderating variable; and even more difficult to investigate is the direction and strength of the relationship between them.

and describe their characteristics. This design was useful in describing the characteristics of components and determining the frequency of key attributes to be studied. Stratified Random Sampling was used to select the respondents. Rift Valley Railways (RVR) Limited has 9 main departments as shown in appendix II, and thus formed the strata. In each of the strata random sampling was used to select the respondents. The sample was selected from the employees working in the organization's Central Region (Nairobi) and the Headquarters and was felt to be representative of all the employees.

3.4 The Sample Size

A sample size of 60 employees was selected for the study. This sample was felt to be adequate as most of the jobs, grades and departments in the organizations are repetitive and were represented.

3.0 CHAPTER 3: RESEARCH METHODOLOGY.

3.1 Research Design

The study was a descriptive survey design. This method was chosen because it was best suited for gathering descriptive information where the researcher wanted to know about people's feelings, attitudes or preferences concerning one or more variables through direct query

3.2 The Population

The population of this study comprised of all the 3350 employees serving the Rift Valley Railways (K) Ltd transferred from Kenya Railways Corporation.

3.3 The Sampling Design

Descriptive study was used because the objective of the study was to estimate the proportion of persons in a specified population who behave in a certain way and describe their characteristics. This design was useful in describing the characteristics of components and determining the frequency of key attributes to be studied. Stratified Random Sampling was used to select the respondents. Rift Valley Railways (k) Limited has 9 main departments as shown in appendix II, and this formed the strata. In each of the strata random sampling was used to select the respondents. The sample was selected from the employees working in the organization's Central Region (Nairobi) and the Headquarters and was felt to be representative of all the employees.

3.4 The Sample Size

A sample size of 60 employees was selected for the study. This sample was felt to be adequate as most of the jobs, grades and departments in the organizations are repetitive and were represented.

3.5 *Data Collection Procedure*

Being a descriptive study, a self-reporting, structured and undisguised questionnaire was used to gather primary data. The questionnaire comprised both open and closed ended questions. Ordinal scale was used to rate the different variables that were to be used to measure the existence of job satisfaction or dissatisfaction. The questionnaire as in appendix I was divided into **five** sections. Section **I** sought general information on respondents. Section **II, III** and **IV** addressed aspects relating to job satisfaction while section **V** dealt with general information on job satisfaction. The respondents of the study were the top managers, middle level managers and the operating staff. The questionnaires were administered on a "drop and pick later" basis.

3.6 *Data Analysis and Presentation of Results*

Before processing the response, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into categories. The SPSS program was used to analyze the data. Frequency tables, percentage proportion and means, and tabulation were used to present the relationships between specified characteristics exhibited.

4.0 CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Descriptive Statistics

This chapter will cover data analysis and findings of the research. The data is summarized and presented in the form of proportions, tables and graphs and also in reports. It documents the factors that influence Job Satisfaction in the Rift Valley Railways.

A sample of 60 employees of the company was selected as seen in Appendix II. Out of the sample of 60 selected 48 responded, a reasonably high response rate of 80 percent as summarized below.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	32	66.7	66.7	66.7
	FEMALE	16	33.3	33.3	100.0
	Total	48	100.0	100.0	

Table: 1: Response by gender

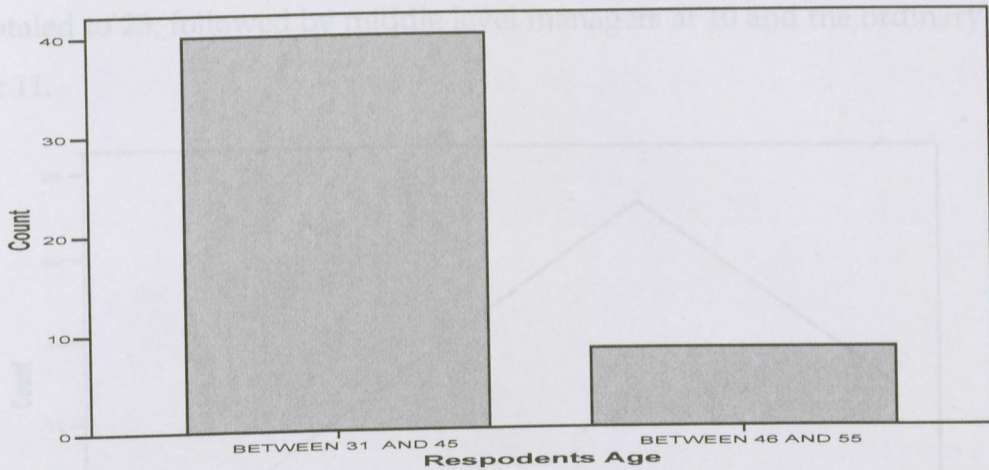
4.1.2 Respondents age

Most of the respondents (40) were in the age bracket of 31 and 45 years with only 8 respondents 46years and above and none below age 30. This is an indication that the workforce at the Rift Valley Railways is aged.

Bar graph 1.2 Terms of service

4.2 Position in Organization

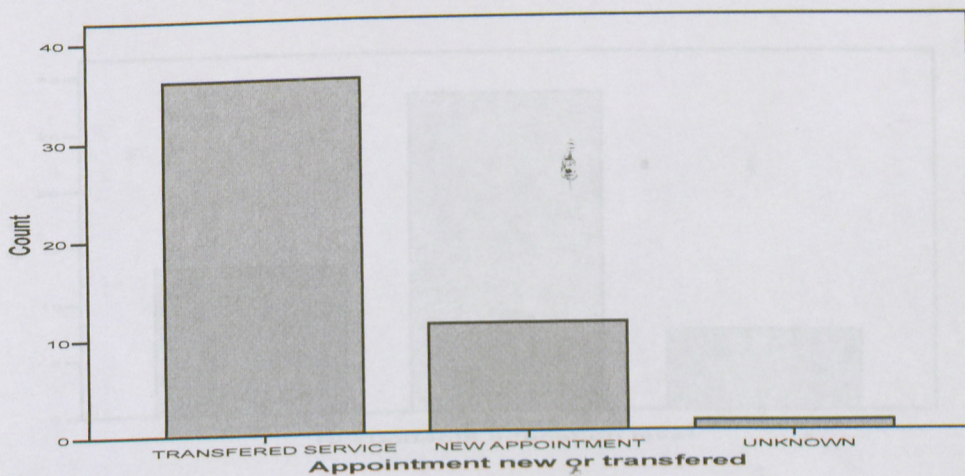
Most of the respondents were in the lower level management whose number



Bar graph 1.1 Respondents age

4.1.3 Service Transfer

About 38 of the respondents had transferred their service, 10 had new appointments while one person did not know the nature of his appointment. It was also noted that the 10 employees who responded that they had new appointment actually had transferred their service from Kenya Railways Corporation.

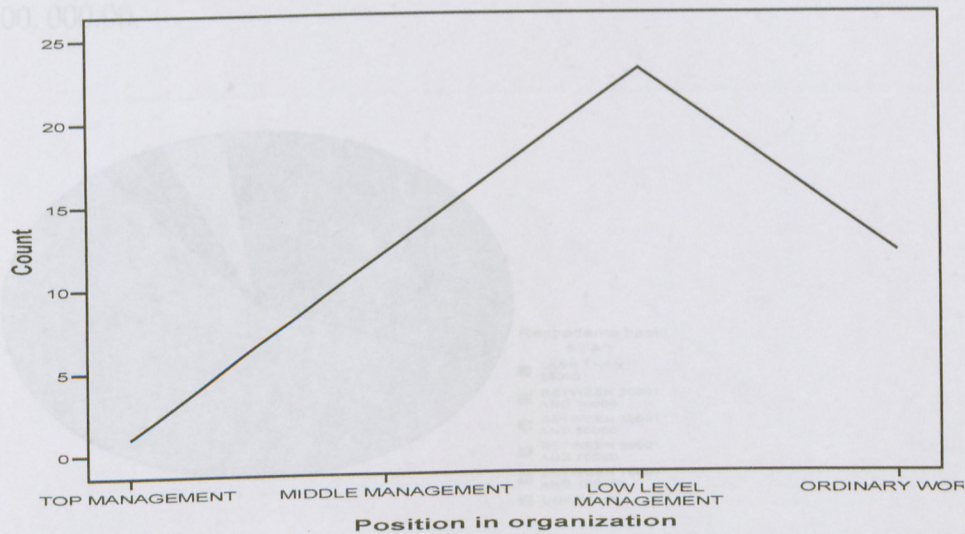


Bar graph 1.2 Terms of service

4.2 Position in Organization

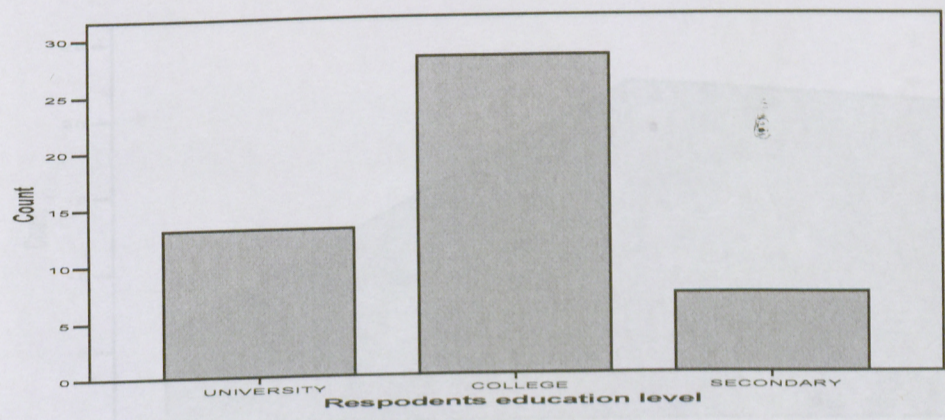
Most of the respondents were in the lower level management whose number

totalled to 23, followed by middle level managers at 10 and the ordinary workers at 11.



Line Graph 1.1 Respondents position in organization

4.2 Education Level

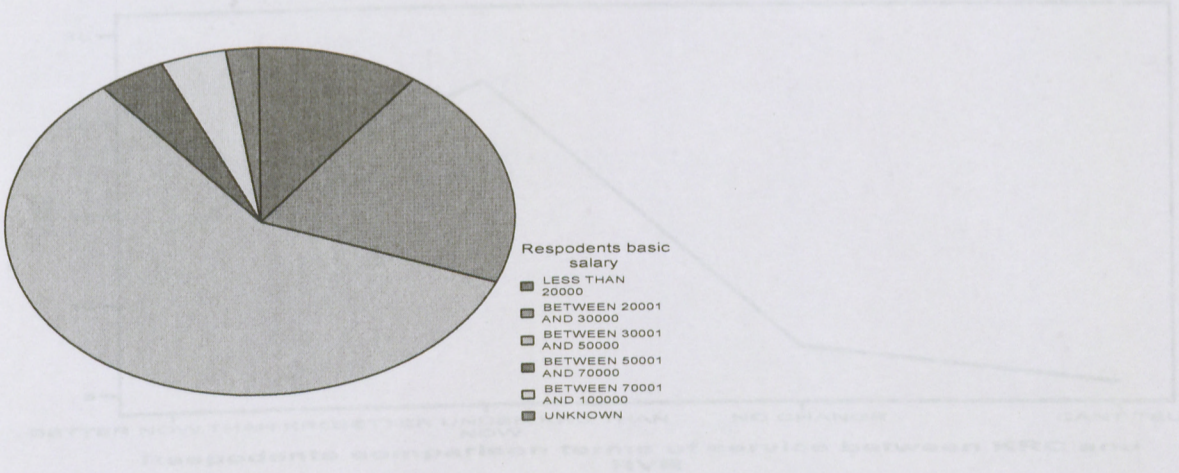


Bar graph 1.3 Education Level

4.4 Basic Salary and other enumeration

About 60 % of the workers earned a consolidated salary of between Ksh.

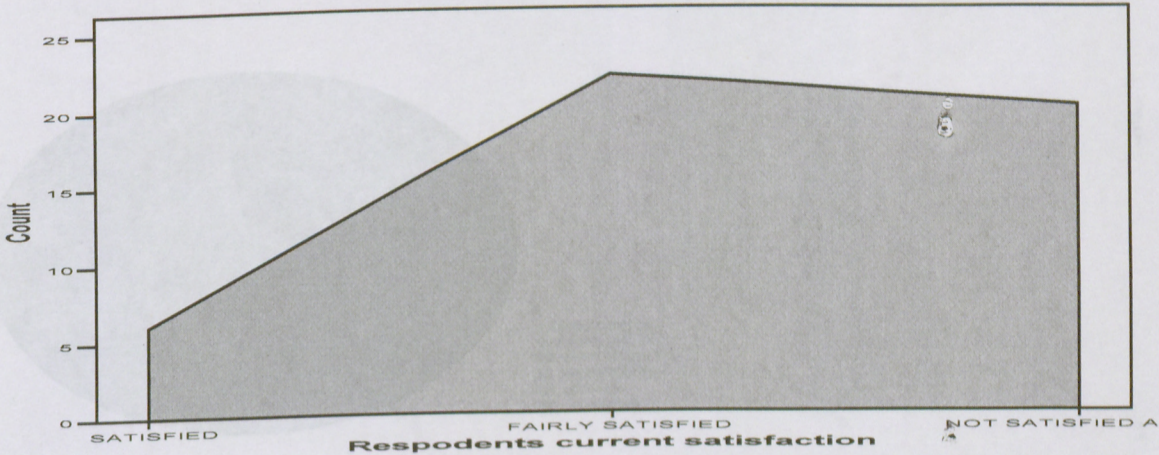
20,000.00 and Ksh. 30,000.00. The remaining 20% earned less than Ksh. 20,000.00 and only 20% earned over Ksh.50, 000.00 with only 3 or 4% earning over Ksh. 100,000.00.



Pie Chart 1.1 Respondents Basic Salary

4.5 Job Satisfaction

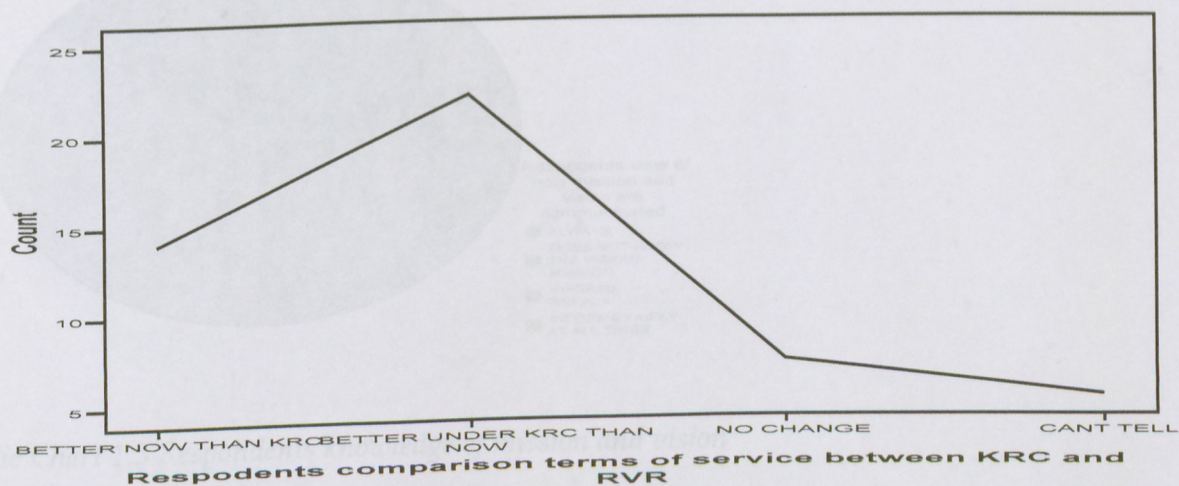
Only five respondents indicated they were satisfied. The rest were either not satisfied at all or were fairly satisfied.



Area Graph 1.1 Respondents Satisfaction Level

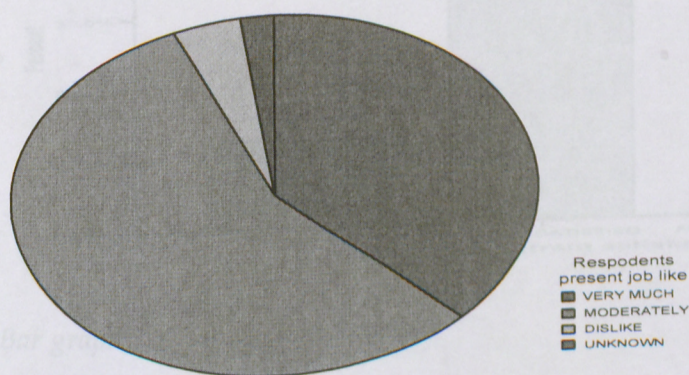
Most of the respondents said that the terms under the Kenya Railways

Corporation were better compared to their new employer. Only 14 respondents reported the terms to be better than in KRC.



Line graph 1.2 Respondents comparison of terms of service

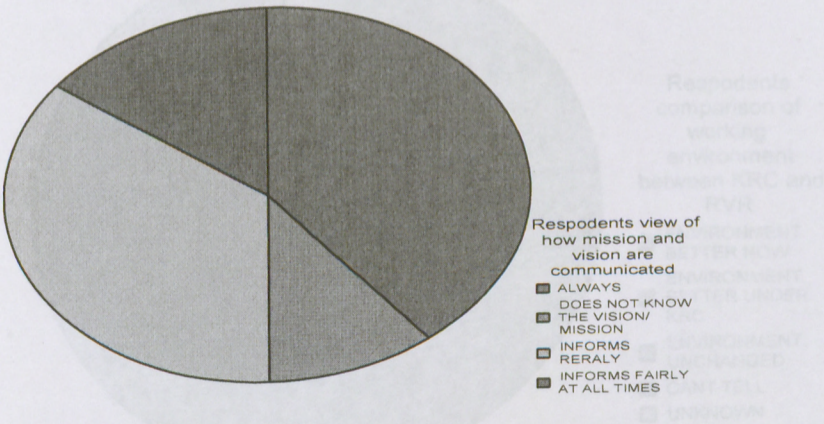
About 60 % of the respondents indicated that they liked their jobs moderately with 40% saying they liked their jobs moderately. Only about 10% reported they dislike their jobs or did not indicate their liking.



Pie Chart 1.2 Respondents present job liking

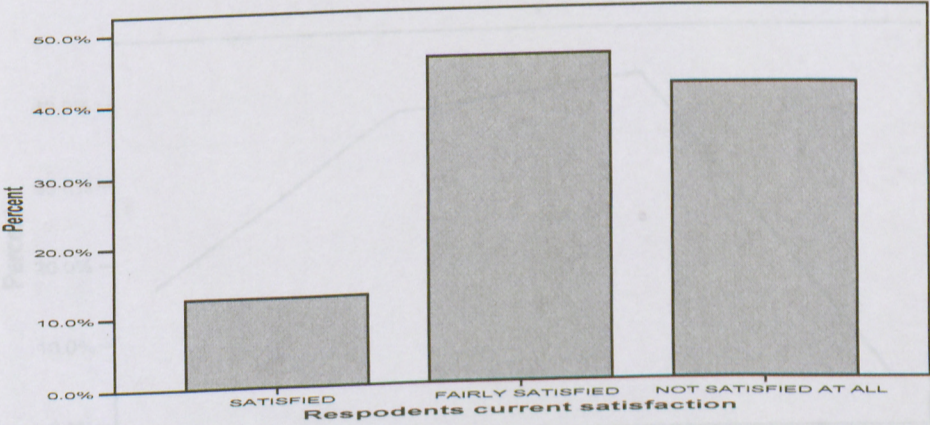
About 50 % of the respondents did not know the vision and mission of their

organization.



Pie Chart 1.3 Respondents knowledge of mission and vision

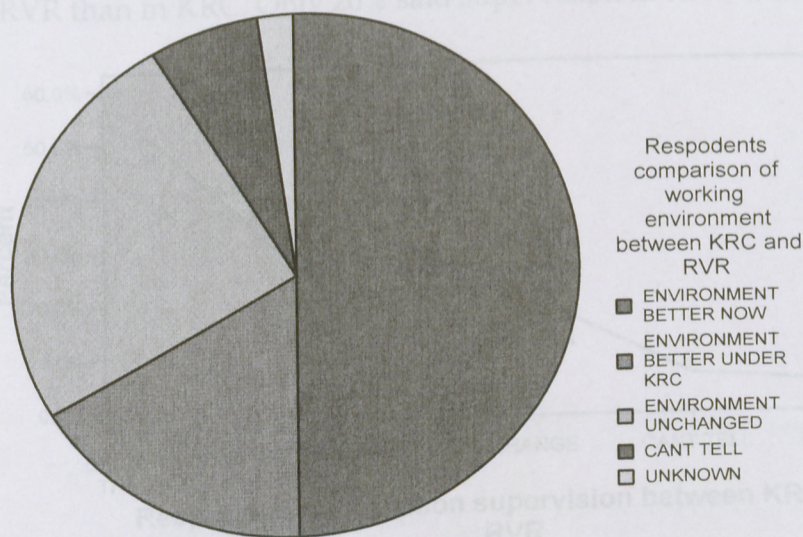
On pay, 46% said they were fairly satisfied while 42% said that they were not satisfied at all. Only 12% reported that they were satisfied.



Bar graph 1.4 Satisfaction Level

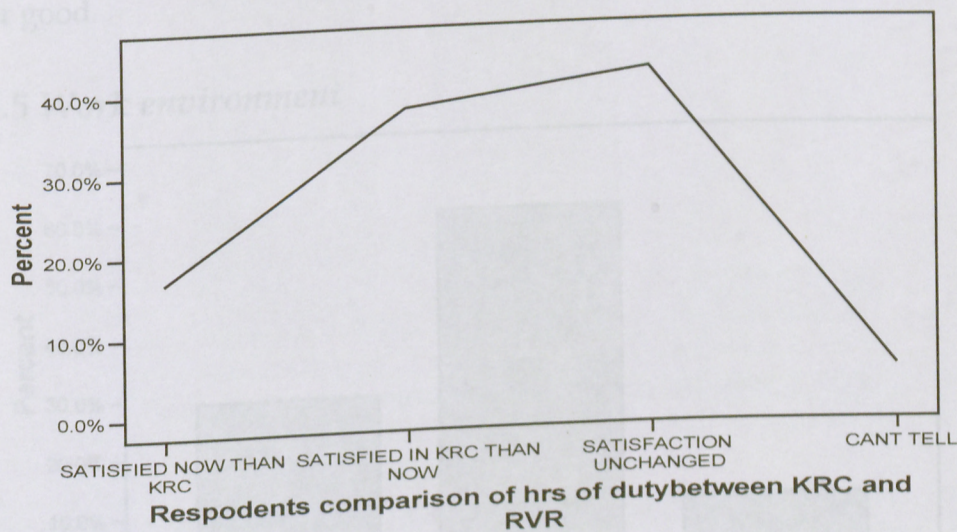
Half of the respondents reported that environment was better in Rift valley Railways than was in KRC. Another 20% reported that terms were better in KRC.

About 10% could not tell whether environment of better or worse



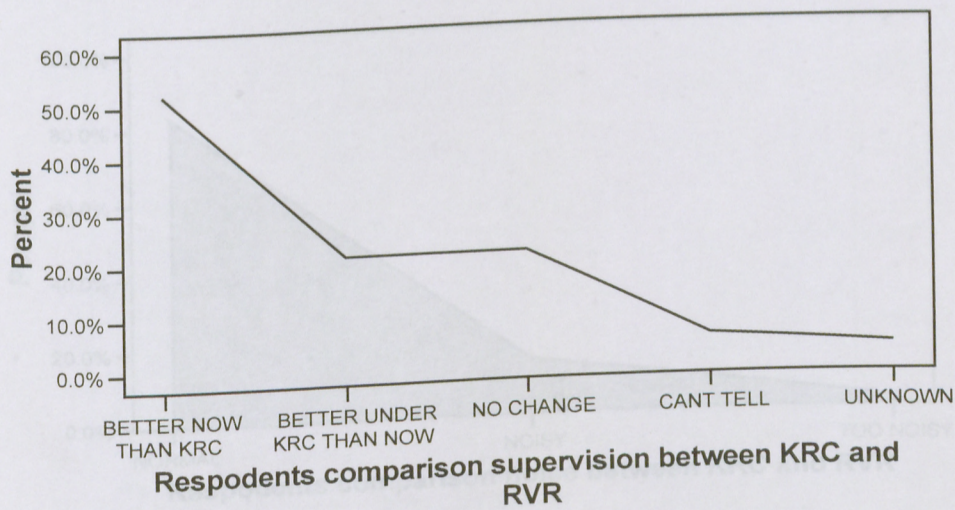
Pie Chart 1.4 Respondents Comparison of Working Environment

Of the respondents, 40% reported that job satisfaction had not changed since they transferred to RVR while. Another 9% said that they were satisfied in RVR than KRC and 35% said they were satisfied in KRC than in RVR.



Line graph 1.3 Respondents Job Comparison of Duty hours

Over half (51%) of the respondents said that they were satisfied with supervision in RVR than in KRC. Only 20% said supervision in KRC was better.

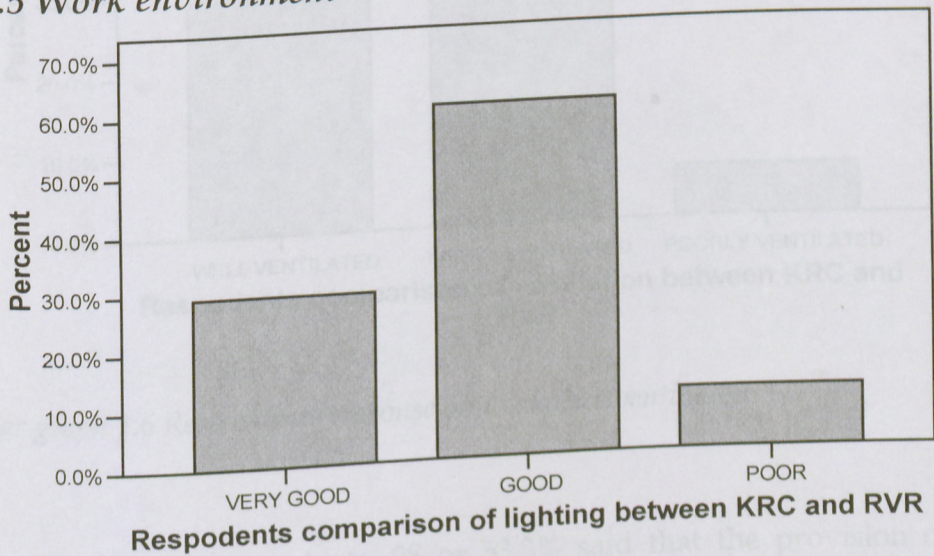


Line graph 1.4 Respondents comparison supervision

About 90% agreed that their workplace was well ventilated or fairly ventilated.

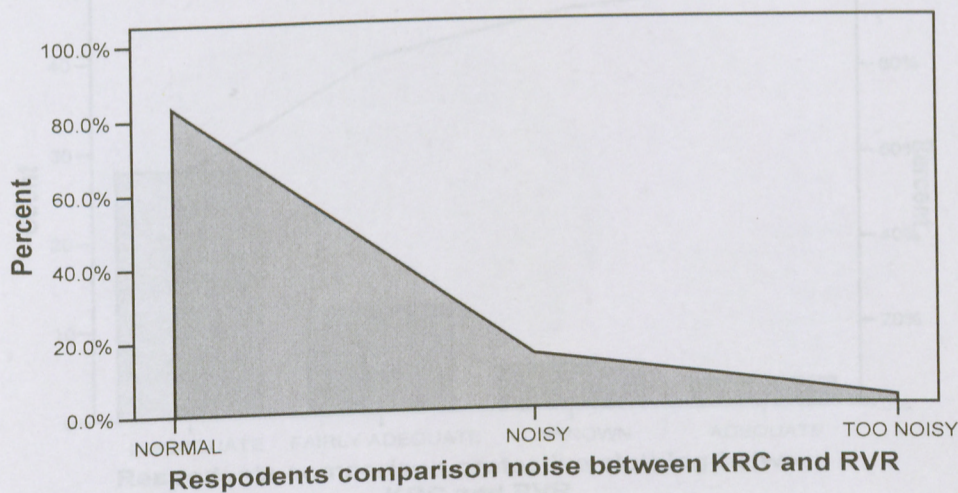
Ninety percent of the respondents said that lighting in RVR was either very good or good.

4.5 Work environment



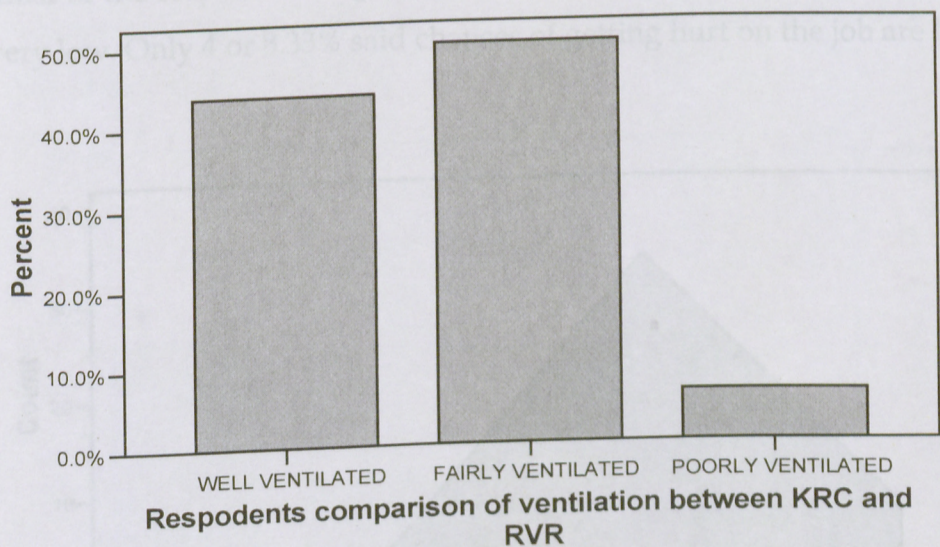
Bar graph 1.5 Respondents Response on Lighting Level

Over 80% of the respondents reported that the noise at their place of work was normal with 10% reporting their places of work as being too noisy or noisy.



Area graph 1.2 Respondents response on noise at work place

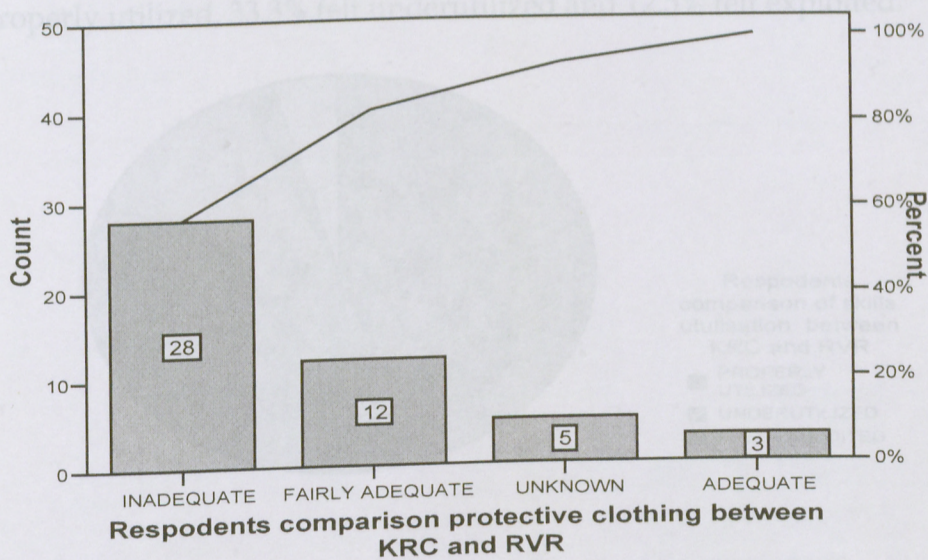
About 90% agreed that their workplace was well ventilated or fairly ventilated.



Bar graph 1.6 Respondents response on workplace ventilation

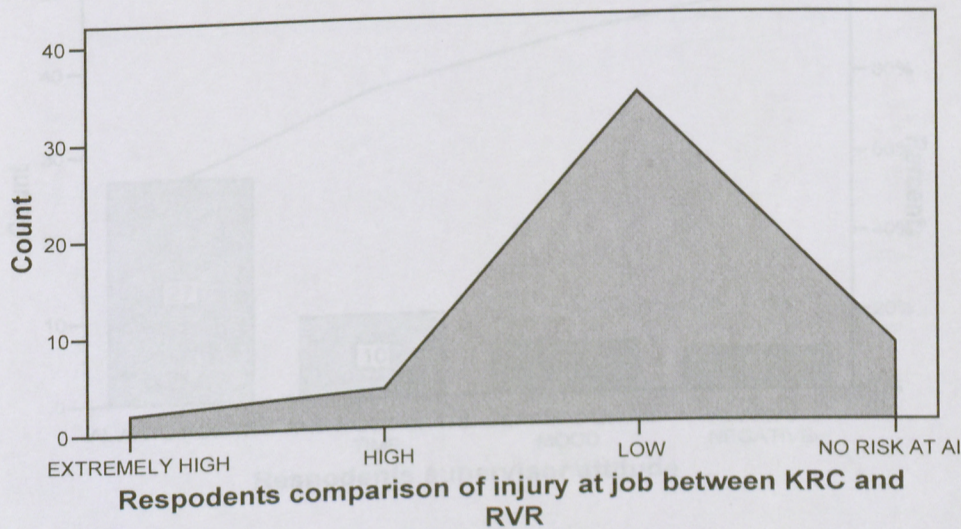
Out of the 48 respondents, 28 or 53.3% said that the provision of protective clothing was inadequate. Only 3 respondents or 6.2% said the protective clothing

was adequate.



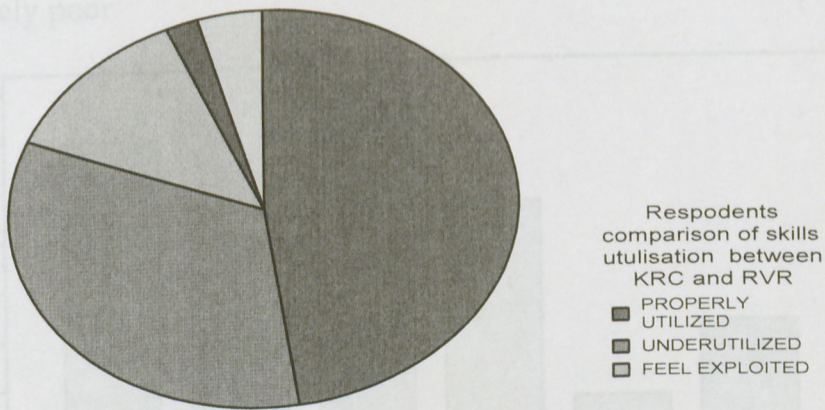
Bar graph 1.7 Respondents response on protective clothing

Most of the respondents agreed that the chances of getting hurt on the job were very low. Only 4 or 8.33% said chances of getting hurt on the job are high.



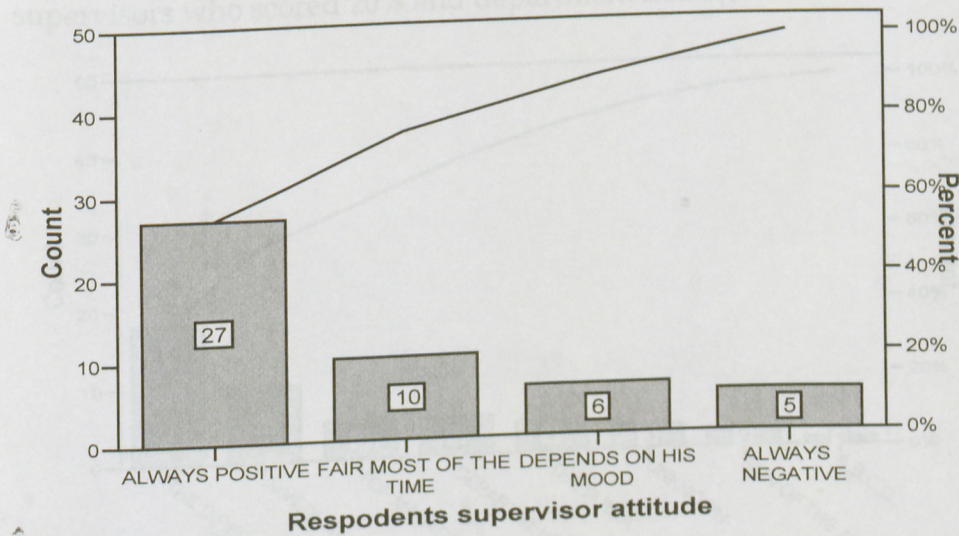
Area graph 1.3 Respondents chances of getting injured on the job

On skills utilization, 48% of the respondents agreed that their skills were properly utilized, 33.3% felt underutilized and 12.5% felt exploited.



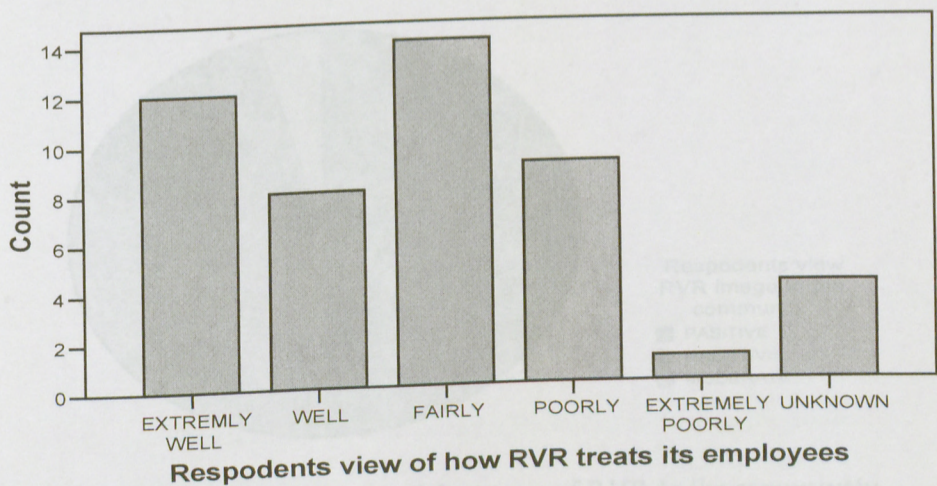
Pie Chart 1.5 Respondents Comparison of skills utilization

Most of the respondents (77%) said that their supervisors attitude was always positive or fair most of the time. Another group (10.4) said that their supervisors' attitude was always negative.



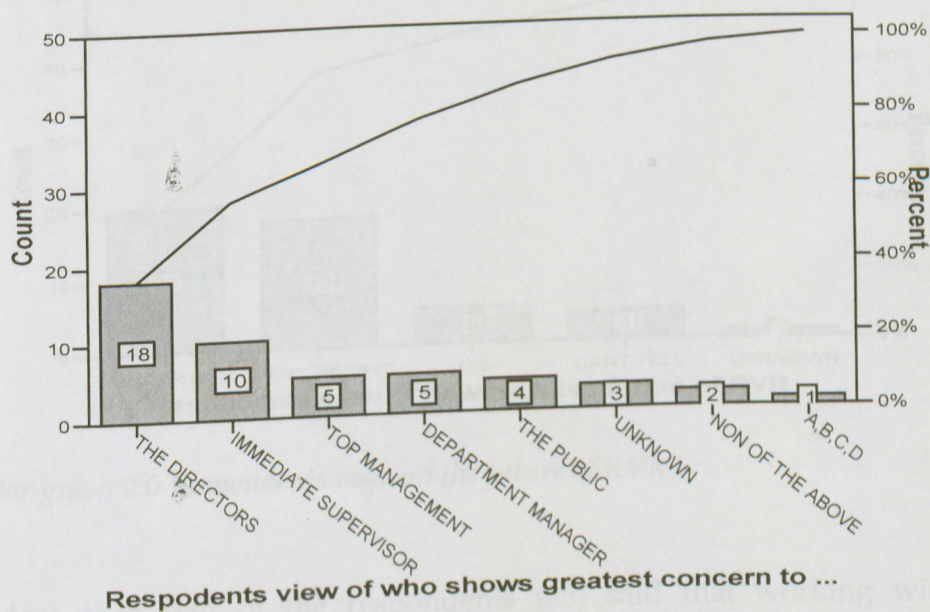
Bar graph 1.8 Respondents supervisor attitude

The response on treatment of employees was encouraging with 70.8% saying it was fair, extremely well or well. Only 2.08% said that the treatment was extremely poor.



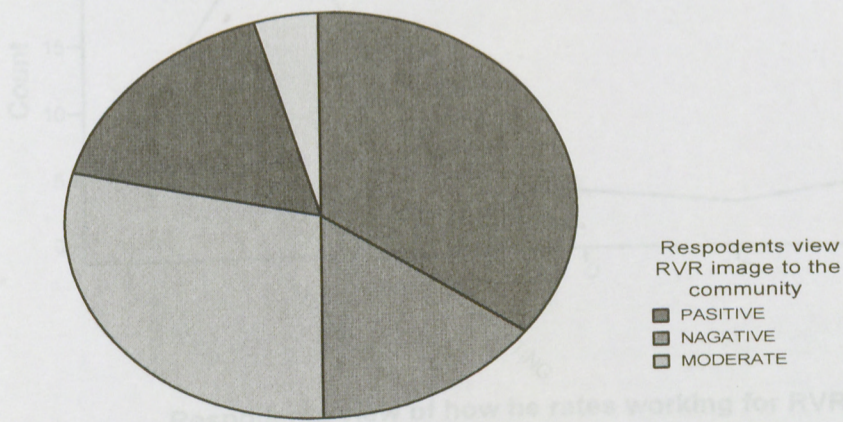
Bar graph 1.9 Respondents view of how RVR treats its employees

Most of the respondents said that the directors of the company show the greatest concern to the employees (38%). They were rated better than the immediate supervisors who scored 20% and department manager 5%.



Bar graph 2.0 Respondents view of who shows greatest concern to workers

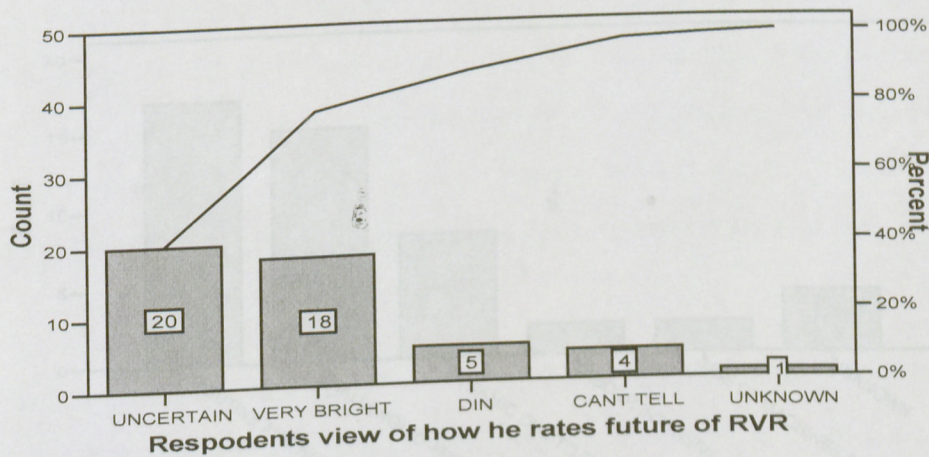
The respondents reported that the image of RVR to the community is positive. Of the respondents 64.5% said that the image of RVR to the community was positive or moderate.



Pie Chart 1.6 Respondents view of the image of RVR to the community.

4.6: Career Prospects

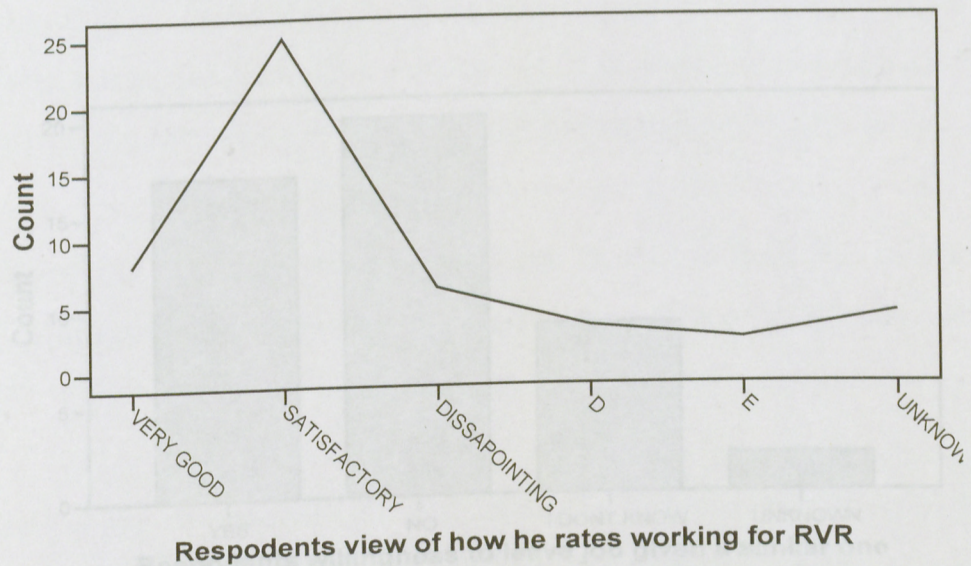
Majority of the respondents said that the future of RVR is uncertain with 41.6%. On the contrary 37.5% said that the future of RVR was very bright.



Bar graph 2.0 Respondents view on the future of RVR

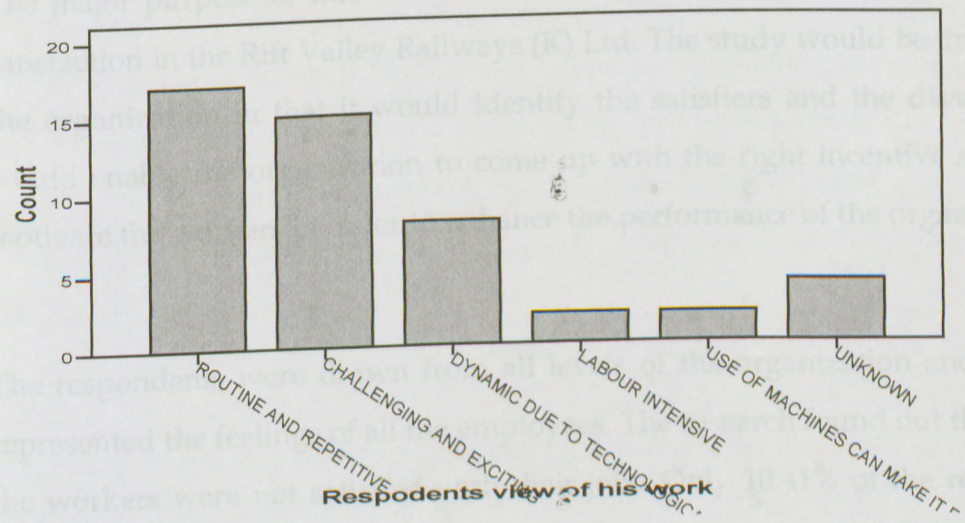
More than half of the respondents (25) said that working with RVR was satisfactory. Eight respondents said working with RVR was very good with less

than 10 reporting disappointment.



Line Graph 1.5 Respondents view of how they rate working with RVR

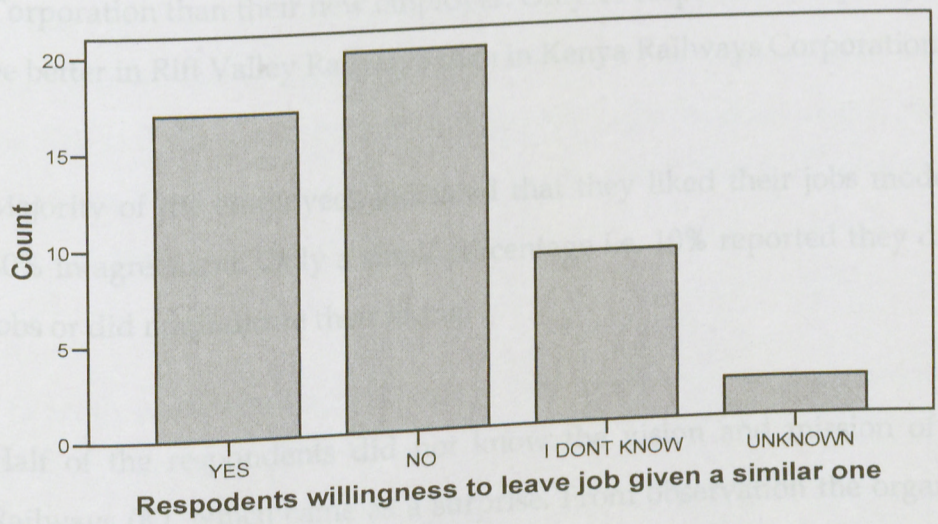
A bigger percentage (35.4%) reported that their work was routine and repetitive. This contradicted to another figure of 31.25% who reported their work to be challenging and exciting.



Bar graph 2.1 Respondents view of who shows greatest concern to workers

Given a similar job and salary 35.4% said they were ready to quit their jobs. 41.6% said they were not ready to leave with given a similar package, which came

as a surprise compared to what they responded to other questions.



Bar graph 2.2 Respondents willingness to leave job given a similar one

4.7 Summary of Findings

The major purpose of this study was to establish the factors that influence job satisfaction in the Rift Valley Railways (K) Ltd. The study would be important to the organization in that it would identify the satisfiers and the dissatisfiers. It would enable the organization to come up with the right incentive schemes to motivate the workers in order to enhance the performance of the organization.

The respondents were drawn from all levels of the organization and therefore represented the feelings of all the employees. The research found out that most of the workers were not satisfied with their jobs. Only 10.41% of the respondents said that they were satisfied. The rest were either not satisfied at all or were fairly satisfied.

The research found out that most of the respondents viewed their terms in regard to compensation to have been better under the Kenya Railways Corporation than their new employer. Only 14 respondents reported the terms to be better in Rift Valley Railways than in Kenya Railways Corporation.

Majority of the employees indicated that they liked their jobs moderately with 40% in agreement. Only a small percentage i.e. 10% reported they disliked their jobs or did not indicate their liking.

Half of the respondents did not know the vision and mission of Rift Valley Railways (K), which came as a surprise. From observation the organization did not neither have any mission statement available to workers nor was it displayed or put anywhere in the journals of the organization at the time of this study.

On pay, the research found out that 42% of the respondents were not satisfied at all. Another 46% said they were fairly satisfied. Only 12% of the respondents reported that they were satisfied. From the payroll availed to the researcher, only three Heads of Department out of the 3350 employees transferred from KRC were earning a consolidated salary of more than Ksh. 100,000.00. The salaries of RVR are therefore far below the market rate compared to the Manpower Services 2006 salary survey.

The study found out that the working environment in the Rift valley Railways was better than was in KRC. This could be attributed to the outsourcing of cleaning services put in place by the Rift Valley Railways after take over as was observed. Nearly all the workers agreed that lighting in their places of work was either very good or good.

Majority of the workers reported that the noise at their place of work was normal with only a small percentage reporting abnormal noise. On ventilation most workers agreed that their workplace was well ventilated or fairly ventilated. On supervision, most of the respondents said that they were satisfied in RVR than in the Kenya Railways Corporation. Majority of the workers also reported that the provision of protective clothing was inadequate. Only 6.2% of the respondents said that the protective clothing was adequate.

The study also found out that nearly half of the workers had their skills utilized properly. Another group constituting 33.3% felt underutilized and 12.5% felt that they were being exploited. Majority of the workers (77%) reported that their supervisors' attitude was always positive and or fair most of the time. Another group (10.4%) said that their supervisors' attitude was always negative. The response on treatment to employees was encouraging with 70.8% saying it was fair, extremely well or well. Only 2.08% said that the treatment was extremely poor.

The study also found out that the directors of the company show the greatest concern to the employees than their immediate supervisors and departmental managers. The respondents reported that the image of RVR to the community as being positive. Majority of the respondents said that the future of RVR is uncertain with 41.6%. On the contrary 37.5% said that the future of RVR was very bright. There was a lot of expectation from the workers after the concession of the Railways. Most of the employees expected the new company to come up with state-of-the art locomotives and have the railway line maintained mechanically ensuring very high speeds of business transactions. This never came to be as at the time of this study there was a general locomotive speed

restriction of 30 Kilometers Per Hour contrary to the speed of 60-75 kilometers per hour under Kenya Railways.

5.1 Conclusions

More than half of the respondents said that working with RVR was satisfactory. Eight respondents said working with RVR was very good and less than 10% reporting disappointment. A bigger percentage (35.4%) reported that their work was routine and repetitive. This contradicted to another figure of 31.25% who reported their work to be challenging and exciting. Given a similar job and salary 35.4% said they were ready to quit their jobs. 41.6% said they were not ready to leave with given a similar package, which raise questions in regard to what they respondent to the other question of satisfaction.

Of the respondents, 40% reported that job satisfaction had not changed since they transferred to RVR while. Another 9% said that they were satisfied in RVR than KRC and 35% said they were satisfied in KRC than in RVR. The employees seemed not to be happy as most of them were being supervised by the same managers who used to supervise them under the Kenya Railways. The same structure under Kenya Railways was transferred to the Rift valley Railways (K) Ltd.

5.0 CHAPTER 5: CONCLUSIONS AND RECOMMEDATIONS

5.1 Conclusions

The results of this study confirm the results of other previous studies done in other parts of the world on job satisfaction. The most important factors influencing job satisfaction in the Rift Valley Railways (K) Ltd are summarized below.

The most important factor influencing job satisfaction in the Rift Valley Railways (K) Ltd is pay. Satisfaction was found to be higher where the employees felt that he earned a better salary. Satisfaction can be caused by other monetary allowances paid to an employee. It can therefore be concluded that how an organization manages its compensation schemes will affect workers' commitment to it. The salary levels need to be good enough to satisfy the employee's hierarchy of needs. The employees felt that they were underpaid contrary to their expectation on the transfer of service.

A good working environment affects employee job satisfaction. Such factors included are, cleanliness of office, washrooms, lighting and reduced noise. Satisfaction is recorded in clean and quiet environments. Where the employees felt the environment was better, a high level of satisfaction was recorded. It can therefore be concluded that, the better the environment, the better is the level of job satisfaction.

The interaction between an employee and his supervisor affects job satisfaction in a great way. Where the supervisor is good to the subordinate the level of satisfaction is high. For this study, the directors of the company showed more concern to the employees than their immediate supervisor. This scenario could not be explained, but most probably the directors of the company are the foreigners who are not permanently based in Kenya and have limited interaction with employees compared to their immediate supervisors of Kenyan origin who

are always around.

5.2 Recommendations

This study on job satisfaction in the Railways has thrown some light on how privatization of public enterprises should be done. Before concession or privatization and actual take over of operations, there is need for the Government to put in place mechanisms to safeguard the interests and the welfare of the employees. It was observed that the employees were not adequately consulted on the transfer. By the time this survey was being done, the transferred employees had filed four cases in the High Court of Kenya challenging the transfer, two of the cases in the Constitutional Court.

To achieve job satisfaction, the transfer of service terms should be equal or better compared to the former employer. The new employer should look at the monetary and the other welfare support systems the employee enjoyed before the transfer.

There is also need for the Rift Valley Railways (K) Ltd management to reward the employees better. Looking at the salaries given to the transferred employees whereby more than 90% of the employees were given a consolidated salary of below KSH. 50,000.00 inclusive of house allowance, the salaries are below the market rate. The current salaries are not competitive and are not likely to attract and retain competent staff.

Although the work environment was reported to be better than it was under the Kenya Railways Corporation, 6.2% of the employees reported that they were provided with adequate protective clothing. Looking at the environment under which the employees work, there is need to provide protective clothing especially to the employees working in the Locomotive maintenance depots. A lot of chemicals are used in the maintenance depots and at the time of this study no employee was in full protective gear.

The Rift Valley Railways (K) Ltd should also communicate its vision and mission to its employees. At the time of this study, at least 50% of the employees did not know the vision and mission of the organization. The employees were optimistic that there were imminent plans to change the technology and the operating systems in the Railway system. Any change taking place in the organizations should be communicated properly to the employees for acceptance.

5.3 Limitations of the Study

This research was done on the employees working in the central Region of Rift Valley Railways and specifically Nairobi. The generalisability of the results may not be applicable to all employees as the locality, working conditions, the standard of living, accessibility to management, climatic conditions and accessibility to management differs. Nairobi being the capital city of Nairobi has different conditions compared to the other towns and the remote areas the Railway passes.

The definition of job satisfaction differs from one individual to another depending on the status of that person. For example, you could give the head of department a salary of Ksh. 50,000.00. This will make him dissatisfied. However, if you give the same salary to a laborer, he could be very satisfied.

Due to time constraints, it was not possible to collect data from all the 3350 employees of RVR. The findings of this research may therefore not be representative of the entire employee population in the organization. Different areas have different conditions and needs. For example, it was observed that most employees in the central region and in stations far from Nairobi engage themselves in income generating activities such as farming in the Railway reserve and small-scale businesses. This makes them more satisfied with their work as they normally increase their scope and opportunity to generate income. Another limitation encountered was inadequate empirical literature on the

Railways and the public sector in Kenya. The study used most of its literature from the developed countries and studies done outside Kenya. The people of Kenya have different culture and characteristic different from other countries.

At the time of this survey, Kenya Railways had just been concession and the employees could have been undergoing the transition effects. The study was done only five months after the Railways concession. The employees were still coping with change. It is important that another study be done when the situation has normalized.

5.4 Suggestions for Further Research

The study concentrated on the Nairobi based employees. There is a need to conduct a countrywide study of the whole Rift Valley Railways (K) Limited system using a larger sample and thus a bigger time period. Some areas of the Railway system could be having unique characteristics. From the coast to the Lake Victoria, the railway traverses many areas with different climatic conditions, cultures, topography and people of different ethnic groups. Job satisfaction in the Rift Valley Railways (K) Ltd could be caused by several many other factors. For example, some employees expressed their satisfaction out of the past history of the Kenya Railways and that they were handed over their present jobs by the Europeans out of their experience. Others were satisfied because the railway line passes near their home and get a lot of transport concessions.

Most of the employees reported that they were not satisfied with their pay. However, they said that given another job in another organization with the same pay, they were not willing to quit their jobs. Another study is important to establish the underlying factors that make the employees not quit their jobs despite being dissatisfied.

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Factors that Influence of Job Satisfaction in the Rift Valley Railways (R) Ltd.

I am an MBA student at the University of Nairobi pursuing a postgraduate course in Master of Business Administration (MBA) degree. I am undertaking a Research Project on Factors that Influence of Job Satisfaction in the Rift Valley Railways (R) Ltd as part of course requirements. You have carefully been selected to take part in this survey.

Please spare a moment and fill the attached questionnaire for which I will be very grateful. The information will be treated confidentially as the research is purely for academic purposes only.

Your cooperation will be highly appreciated.

Yours truly,

Mutua M. M.

MBA Student.

Supervised By: Mr. Njiru.

Appendix 1: *Students General Information*
the statement which you think is appropriate to you.

Introduction Letter

The University of Nairobi
School of Business Studies
Faculty of Commerce

Dear Respondent,

Factors that Influence of Job Satisfaction in the Rift Valley Railways (K) Ltd.

I am an MBA student at the University of Nairobi pursuing a postgraduate course in Master of Business Administration (MBA) degree. I am undertaking a Research Project on Factors that Influence of Job Satisfaction in the Rift Valley Railways (K) Ltd as part of course requirements. You have carefully been selected to take part in this survey.

Please spare a moment and fill the attached questionnaire for which I will be very grateful. The information will be treated confidentially as the research is purely for academic purposes only.

Your cooperation will be highly appreciated.

Yours truly,

Mutua M. M.

MBA Student.

Supervised By: Mr. Nzuve.

PART I: Respondents General Information

Place (✓) beside the statement, which you think is appropriate to you.

1. Gender () A. Male () B. Female	2. What is your age? () A. 20 and under () B. Between 21 and 30 () C. Between 31 and 45 () D. Between 46 and 55 yrs () E. 56 and above
3. Nationality () A. Kenyan Citizen by birth () B. Kenya citizen by right () C. Expatriate () D. Other _____	4. Is the appointment new or you transferred tour service from KRC? () A. Yes, transferred service () B. No, its new appointment
5. The region under which you are in:- () A. Headquarters () B. East () C. Central () D. Western	6. Position in the organization () A. Top management () B. Middle level management () C. low level management () D. ordinary worker
7. What is your basic salary? () A. less than 20,000 () B. Between 20,001 and 30,000 () C. Between 30,001 and 50,000 () D. Between 50,001 and 70,000 () E. Between 70,001 and 100,000 () F. 100,001 and above	8. Apart from salary, What are the other Monthly Allowances paid to you? () A. Nil () B. Less than 5000 () C. Between 5001 and 10,000 () D. Between 10,001 and 30,000 () E. 30,001 and above
9. How satisfied are you with your current pay? () A. Very satisfied () B. Satisfied () C. Fairly satisfied () D. Not satisfied at all	10. Given the chance to decide on your salary, what salary is enough for the tasks you perform? () A. Between 0 and 20,000 () B. Between 20,001 and 50,000 () C. Between 50,001 and 70,000 () D. Between 70,001 and 100,000 () E. Between 100,001 and 150,000 () F. Between 150,001 and 250,000 () G. Between 250,001 and 500,000 () H. Over 500,000

11.	Compared to other employees in your grade, how do you consider your pay? () A. Extremely low () B. low () C. Fair () D. Above average () E. Quite generous	12.	Nature of my Current duties are : () A. Administrative () B. Technical () C. Service provider () D. Laborer () E. Operator
13.	How do you like your present job? () A. Very much () B. Moderately () C. Dislike () D. Strongly dislike it.	14.	Your education level is? () A. University () B. College () C. Secondary () D. Primary () E. Never been to school
Part II (a) JOB SATISFACTION		BETWEEN RVR & KRC	
Look back and compare RVR and KRC, How do you compare job satisfaction between the two employers?			
15.	Pay () A. satisfied now than under KRC () B. More satisfied under KRC () C. satisfaction unchanged () D. Cant tell	16.	Working Environment () A. Environment better now () B. Environment better under KRC () c. Environment unchanged () d. cant tell
17.	Satisfaction () A. satisfied now than under KRC () B. satisfied under KRC than now () c. no change () D. cant tell	18.	Terms and conditions of service () A. Better now than under KRC () B. Better under KRC than now () C. no change () D. cant tell
19.	Supervision () A. Better now than under KRC () B. better under KRC than now () C. no change () D. cant tell () A. Always positive () B. Always negative () C. Depends on his mood () D. Fair most of the time	ATTITUDE COMMUNICATION If you have a complaint / recommendation, how is it usually received by supervisor? () A. Positively () B. Negatively () C. Indifferently	

	PART II (b) CURRENT WORKING	G	ENVIRONMENT
20. () () () ()	The lighting at my work place is: A. Very good B. Good C. Poor D. Very Poor	21. () () ()	Noise at my place of work is A. Normal B. Noisy C. Too noisy
22. () () ()	The workplace Ventilation is: A. Well Ventilated B. Fairly ventilated C. Poorly Ventilated	23. () () ()	The provision of protective clothing is: A. Adequate B. Fairly adequate C. Inadequate
24. () () () ()	Your chances of getting hurt on your job are? A. Extremely high B. High C. Low D. No risk at all	25. () () ()	Is action on safety recommendation taken promptly? A. yes B. No C. Sometimes
26. () () () ()	The office and work place cleanliness is: A. Very good B. Good C. Poor D. Very Poor	27. () () () ()	How do you rate the care and maintenance given to washrooms and toilets? A. Very Good B. Good C. Fair D. Very Poor
28. () () () () ()	How well are your skills and Knowledge utilized to do the job? A. Properly utilized B. Underutilized C. feel exploited D. cant tell	29. () () () () ()	The working relationship in your Workplace is? A. Very friendly B. Friendly C. Unfriendly D. Very unfriendly E. Confrontational
Part III. SUPERVISORS		ATTITUDE, COMMUNICATION	
30. () () () ()	What is your current Supervisor's attitude towards you? A. Always positive B. Always negative C. Depends on his mood D. Fair most of the time.	31. () () ()	If you have a complaint /recommendation, how is it usually received by supervisor? A: Positively B: Negatively C: Indifferently

32.	How well does your supervisor keep you informed on the organization's mission and vision?	33.	What is your rating on your Supervisor's work plan for your group?
()	A. Always	()	A. Work is well planned
()	B. Does not know mission/vision	()	B. No planning at all
()	C. Informs rarely	()	C. Occasional planning
()	D. Fairly at all times	()	D. Work planned for him by superior
34.	What are the chances of receiving job instructions from more than one person?	35.	If your answer to Q34 is "High", do the instructions conflict sometimes?
()	A. High.	()	A. Yes
()	B. Low	()	B. No
()	C. Sometimes high sometimes low depending on the supervisor	()	C. Sometimes
PART IV. FEELING ABOUT		THE ORGANIZATION	
36.	Compared to the other employers in the industry and region, how well does RVR treat its employees?	37.	How do you feel about the RVR? It:
()	A. Extremely well	()	A. Takes care of its workers
()	B. Well	()	B. Looks upon down upon workers as tools rather than human beings
()	C. Fairly	()	C. Does not care for its employees
()	D. Poorly	()	D. Shows high regard for the employee's welfare
()	E. Extremely Poorly		
38.	What is your feeling on the relations between employees and management?	39.	Which one of the following shows greatest consideration to employees to you?
()	A. Management is doing a good job	()	A. The Directors
()	B. Management is doing a poor job	()	B. Top Management of the Company
()	C. There is considerable room for Improvement relations	()	C. Manager to the Department
()	D. there is collusion between union and management to oppress staff.	()	D. Immediate supervisor
		()	E. Members of the public
		()	F. None of the above
		()	G. other _____

40. 	In our opinion, what will hamper RVR growth? A: Old and depilated equipment B: mismanagement C: Bureaucratic Business Systems D: Government Interference E. Competition from other transporters F. No Railway business G. Other _____	41. 	The image of RVR to the community is? A. Positive B. Negative C. Moderate D. Poor but with good potential E. Damaged beyond repair
42. 	How do you rate the future of the RVR? A. Very bright B. Uncertain C. Dim D. Can't Tell		
	CAREER PROGRESSION SINCE YOU	YOU	STARTED WORKING WITH THE RVR
43. 	How would you rate working with RVR? A. Very good B. Satisfactory C. Disappointing	44. 	How can you describe your work briefly? A. Routine and repetitive B. Challenging and exciting C. Dynamic due to technological Changes D. Labor Intensive E. Use of machines can make it faster
45. 	If you had a similar job elsewhere for same salary, would you go? A. Yes B. No C. I don't know	46. 	How many times have you been promoted since employment? A. Nil B. Less than 3 times C. Between 4 and 7 times D. Between 8 and 10 times E. Over 11 times

Appendix II

Part v

THE TARGET AND SAMPLE POPULATION

ADDITIONAL COMMENTS ON. (More space provided at the back)

47. Career progression.	1400	25
MECHANICAL	400	12
TRAFFIC	500	10
BUSINESS & CATERING	100	3
HR & ADMINISTRATION	70	2
WORKSHOPS	596	5
TELECOMS	45	1
48.Environment	4	1
PUBLIC RELATIONS	20	1
ACCOUNTS/AUDIT	3350	20
Total		

49. Supervision

50. The job

51. The organization

Appendix II

THE TARGET AND SAMPLE POPULATION

DEPARTMENT	POPULATION	SAMPLE SIZE
CIVIL ENGINEERING	1400	25
MECHANICAL	685	12
TRAFFIC	580	10
BUSSINESS & CATERING	150	3
HR & ADMINISTRATION	70	2
WORKSHOPS	396	5
SIGNAL & TELECOMS	45	1
PUBLIC RELATIONS	4	1
ACCOUNTS/ AUDIT	20	1
Total	3350	60

Appendix III

Traffic Transported by Railways between 1978 and 2005 (in million Tones)

Year	1978	1980	1982	1984	1989	1990	1992	1993
Load	3.85	4.5	4.2	3.6	3.55	3.47	3.09	2.5

year	1996	1998	1999	2000	2001	2002	2003	2004	2005
Load	2.6	2.1	2.36	2.33	2.23	3.14	2.0	1.78	1.9

Source: KRC Corporate performance indicators 1978-2005,
Kenya Railways Corporate Plan 2005-2010