

**EFFECT OF THE SALARIES AND REMUNERATION
COMMISSION'S INTERVENTIONS ON JOB SATISFACTION
A CASE OF NAKURU COUNTY GOVERNMENT, KENYA**

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Abstract

An employee's overall welfare is affected by how they perceive the job and additional about the pay, security, and other benefits and rewards received from a job. Salary and remuneration is an imperative factor for job satisfaction since it fortifies a pleasurable or positive emotional state. The study sought to establish the effect of the SRC's interventions on County Governments' job satisfaction. In particular, the study examined the implication of remuneration harmonization, equity and fairness and salaries and remuneration review cycle on job satisfaction in Nakuru County Government. The study was premised on the balanced scorecard, resource-based view theory and Vroom's expectancy theory. The study adopted descriptive research design and targeted 4976 employees. Stratified random sampling method was used to draw a sample of 98 respondents. The validity and reliability of the questionnaire was enhanced through pilot study. A self-administered questionnaire was used to collect data whereby the study achieved a response rate of 78%. The results were analyzed through descriptive and inferential statistics.

The multiple linear regression model results indicated that when all the variables were combined, approximately 52% of the variation could be explained in the dependent variable by the variation in the independent variables on job satisfaction in the County Government. Correlation results indicated that salary & remuneration review cycle exhibited the strongest association with job satisfaction followed by remuneration harmonization and lastly fairness and equity. The study recommended that the county government should review the employees' salaries to commensurate the services rendered.

Keywords: Equity, Fairness, Job Satisfaction, Remuneration Harmonization, Remuneration Review Cycle

INTRODUCTION

There are several factors that influence the satisfaction levels of employees at the workplace. They include organizational culture, personal problems, manager's attitude, job contentment and financial rewards (Saeed *et al.*, 2013). The scholars noted that all the aforementioned variables with the exception of personal problems, impact positively on employee performance. Against this backdrop, Lienert (2003) pinpoints challenges that hinder the delivery of public service reforms in Africa and beyond. The challenges border on manpower deficiencies and lack of psychological dispositions and also shortage of financial and material resources requisite for effective service delivery. Poor employee performance is also attributed to problems of accountability and other ethical issues. The foregoing situations call for reforms in the public sector including in the devolved (regional or county) governments. Governments across the world have set up Constitutional bodies that are charged with overseeing harmonization of salaries, remunerations and other benefits with employee performance.

According to Saeed *et al* (2013), financial rewards in terms of salaries and other remuneration packages catalyze employee performance. In Kenya, the Salaries and Remuneration Act establishes the Salaries and Remuneration Commission (SRC) and in tandem stipulates the various functions of the Commission. Some of its functions are linked to the County Governments and employee performance. The Act states that the SRC shall review all matters relative to the salaries and remuneration of public officers; advise the National and County Governments on the harmonization, equity and fairness of remuneration in order to attract and retain human resource with requisite skills in the public sector; determine the cycles of salaries and remuneration review upon which the National Assembly may allocate sufficient

funds for implementation; and also make recommendations on matters relating to the salary and remuneration of specific State or public officers (GoK, 2013).

There are many challenges that have inhibited service delivery in Kenya's public sector. Lack of psychological disposition and shortage of financial and material resources have hindered effective employee performance (Ochoti, Maronga, Muathe, Nyabwanga & Rono, 2012). Opiyo (2006) note that there have been reforms aimed to improve service delivery in Kenya's public sector. Such include the Civil Service Reform Program (CSRPF) which came into place in 1993 and aimed at enhancing efficiency and productivity in the public sector. CSRPF further sought to improve employee performance in the public sector and also consolidate the hitherto gains made by reform initiatives. The most recent reforms touching on the human resource stem from the functions of the SRC. The Commission seeks to reform the public sector (under the purview of both the National and County Governments) by ensuring that salaries and remunerations of all public officers are harmonized with their qualifications and job descriptions. The foregoing underpins the importance of conducting this study in an attempt to examine the influence of the SRC on employee performance in County Governments (GoK, 2013).

Statement of the Problem

The Salaries and Remuneration Commission (SRC) is mandated to ensure that the salaries and remuneration are harmonized not only amongst County Government employees but also with other civil servants (Salaries and Remuneration Commission Act 2011). Harmonization entails standardizing the remuneration and allowances of public servants irrespective of the sector. It further includes remunerating employees in line with their job descriptions and performance. There have been cases of resistance from various trade unions as a result of intervention of the SRC in harmonizing salaries and allowances of County staff in order to tally with those of other civil servants. The interference of the SRC mandate by the management of trade unions is likely to compromise the employee performance in the devolved governments and the performance of county governments. The underperformance would likely result from overrating the remuneration of certain employees, while at the same time underpaying others despite working for the same county government. Therefore, it is hypothesized that the harmonization of remunerations by the SRC is likely to be a "double-edged sword" to County Governments' employees. There are those who will stand to benefit while some will lose out from the SRC interventions.

General Objective

To establish the effect of the SRC's interventions on Nakuru County Governments employees.

Specific Objectives

- i. To assess the effect of remuneration harmonization on job satisfaction among employees in Nakuru County Government.
- ii. To analyze how promotion of equity and fairness affects employees job satisfaction in Nakuru County Government.
- iii. To examine the effect of salaries and remuneration review cycle on job satisfaction among employees in Nakuru County Government.

Research Questions

- i. What is the effect of remuneration harmonization on job satisfaction among employees in Nakuru County Government?
- ii. How does promotion of equity and fairness affect job satisfaction in Nakuru County Government?
- iii. What is the effect of salaries and remuneration review cycle on job satisfaction in Nakuru County Government?

LITERATURE REVIEW

Remuneration Harmonization

Remuneration is one of the most significant variables used when explicating the overall level of job satisfaction (Oshagbemi, T., Hickson, C. (2003).]. Satisfaction from remuneration is defined as the congruency between an employee's expectations and actual remuneration. Employees assess their remuneration based on the equity principle, which is defined as a comparison between what people believe they deserve to be paid and what others deserve to be paid Jackson, S. E. and Schuler, R. S. (2000).

The issue of remuneration harmonization is addressed in the same wavelength with equity. An attempt to harmonize remuneration of public servants is one step towards promotion of equity in the public sector. The remunerations should also tally with employees' training, credentials and knowledge. According to the National Council for Law Reporting (2013), the Salaries and Remuneration Commission (SRC) ought to advise both the Kenya's national and county governments on the harmonization of employees' remuneration. The Council argues that the aforesaid harmonization is likely to attract and retain the requisite skills in the public sector. The SRC has powers to take any measures it considers essential to ensure harmonization of remuneration perks.

Fairness and Equity

Cropanzano et al. (2007) claim that the Concept of fairness is frequently determined by justice that a person might experience and the consequences that follow that experience. The individuals assimilate to what they believe is right according to their moral and ethical standpoints. Therefore, they mean managers have the responsibility of understanding what is perceived by their employees as just. Most of the managers fail to do so and consider instead that the employees are only interested in outcomes. Greenberg (1987) argues that it was Folger (1977) who showed that workers besides reacting to inequitable outcomes also reacted on unfair procedures. Folger showed, according to Greenberg (1987) that workers should be given possibility to affect procedural decisions that concern them. Livingstone et al. (1995) suggest that the internal equity is about what individuals perceive as fair in connection with evaluating their rewards relative to rewards of their peers. External equity is about perceived fairness of one individual's rewards relative to rewards of others in other organizations.

When appraising the performance of employees, accuracy and fairness are very important when measuring employee performance (Armstrong, 2001). In a Kenyan study on factors influencing employee performance appraisal system (Ochoti *et al.*, 2012), it is stated that if the performance appraisal system is perceived to be biased, irrelevant or political, this may be a source of dissatisfaction with the system (McDawall & Fletcher, 2004). The foregoing assertion concurs with Boswell and Boudreau's (2000) argument that perceptions of fairness of the appraisal system are a vital aspect that contributes to the system's effectiveness.

The SRC advises the county and national governments on the issues of equity and fairness in remuneration of employees. The Commission further takes necessary measures in ensuring that equity and fairness prevail in harmonization of employees' salaries and remuneration in the public sector (National Council for Law Reporting, 2013). Equity in research has had more than one form: pay equity, procedural and distributive justice, job security and complexity, pay administration equity, pay level equity, promotion opportunities equity, evaluation criteria equity, etc (Roberts, Cooper, & Lawrence, 1999).

Salaries and Remuneration Review Cycle

Salary is a form of periodic payment from an employer to an employee, which is specified in an employment contract. It is contrasted with piece wages, where each job, hour or other unit is paid separately, rather than on a periodic basis. From the point of view of running a business, salary Satisfaction can also be viewed as the cost of acquiring human resources for running operations, and is then termed personnel expense or salary expense. In accounting, salaries are recorded in payroll accounts. Pay has been considered an important reward to motivate the

behavior of employees (Taylor and Vest, 1992). All other behavioral factors are important for enhancing job satisfaction of employees but satisfaction from pay is must. Katzell (1964) stated that pay satisfaction depends on the difference between perceived pay and the amount of pay a person feels should be received.

Performance related pay directly impact the workers performance creating the output through pay and workers has more able to give pay structure according to the performance (Lazear,1986)sheer (2004)some results for their expected tree sampling allocated to price fixed rate. The role of employee performance linking to bounces to improve the productivity Bandied re et al (2007).The relation of pay and performance is dirtily linking(1999)worker has a fixed pay in a period of time and give incentive for their good performance give the pay for shorter term incentive give the power job shorter oriented.

National Council for Law Reporting (2013) note that the SRC under Article 230(4) of the Constitution is mandated to review all matters concerning the salaries and remuneration of public officers in Kenya. It should also determine the cycle of review of salaries and remuneration upon which the Legislature may allocate sufficient funds for implementation. Further, the Commission ought to suggest recommendations regarding the review of pensions payable to holders of public offices.

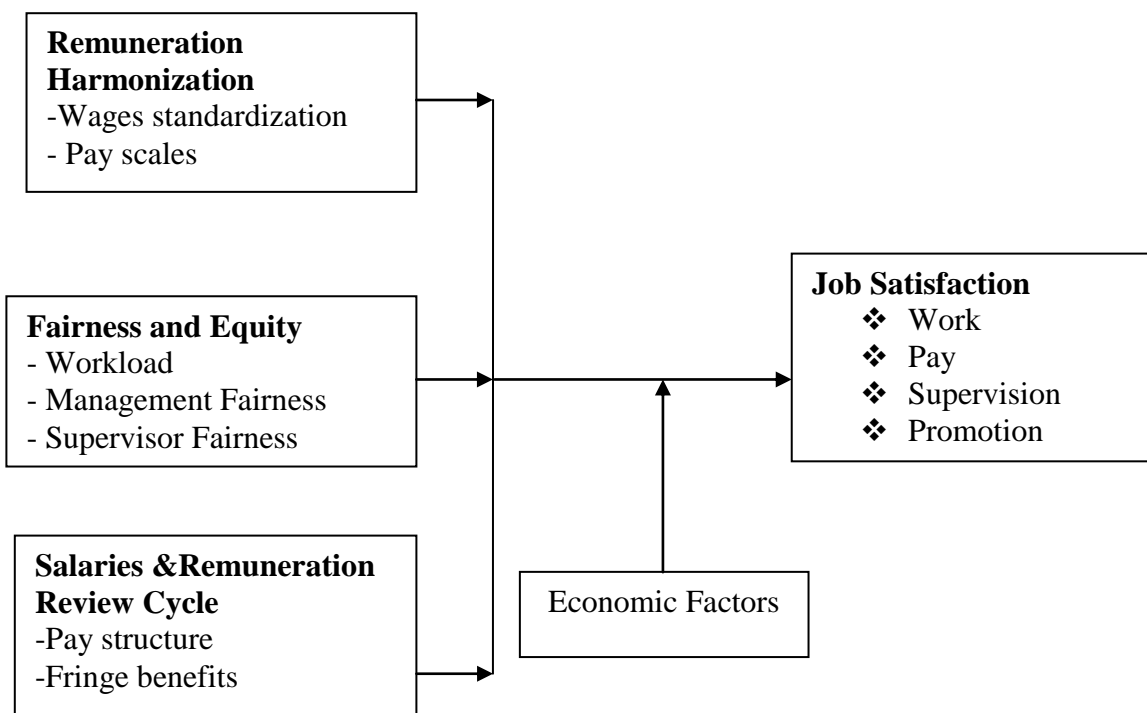
Job Satisfaction

Employee performance and job satisfaction can be viewed of related perspective. Employee performance is described simply as how job tasks are performed in accordance to the prescribed job description. On the other hand, job satisfaction is described as a pleasurable or positive emotional state resulting from the appraisal of one's job (Locker, 1976). More so, job satisfaction is asserted to be the most focal employee attitude (Saari & Judge, 2004). A study was conducted on factors that affect the employee performance in the Pakistani banking sector (Saeed *et al.*, 2013). The study acknowledged that there exist several factors that influence employee performance. These factors include manager's attitude, organizational culture, personal problems, job content and financial reward. The latter can be contextualized in salaries and remuneration as argued out in the current study. Besides the personal problems, the authors observed that all the aforementioned factors positively affect employee performance. In the same respect, Saari and Judge (2004) examined employee attitudes and job satisfaction. The authors argued that there it is quite unclear regarding the causes of employee attitudes, the results of job satisfaction; negative or positive, and indeed how to measure the influence of employee attitude.

Conceptual Framework

A conceptual framework is an analytical tool with a number of variations and contexts. It represents ideas graphically (Colander, 2013). It is further alluded to that such a framework can be employed in deductive empirical research like the current study. Research indicates that a conceptual framework is an abstract representation that is connected to the research project's goal which directs the collection and analysis of data (Shields, 2014). The conceptual framework of a study refers to the system of concepts, assumptions, expectations, and beliefs that supports and informs one's research. In other words, a conceptual framework illustrates graphically the study variables and the presumed relationships among them (Robson 2011).

Figure 1. Conceptual Framework



As Figure 1 illustrates there is presumed relationship between remuneration harmonization, fairness and equity, and salaries and remuneration review cycle on one hand, and job satisfaction on the other. Hypothetically, job satisfaction is influenced by the afore-stated three independent variables. Economic factors such as inflation, national and county economies constitute moderating variables. In other words, the interventions passed by the SRC are subject to the prevailing economic situation and the inflationary factors.

RESEARCH METHODOLOGY

Research Design

The study adopted descriptive research design. Descriptive design primarily aims to provide precise and valid representation of the factors that are relevant to the research questions or objectives (Kothari, 2004). In this light, the current study sought to answer the general question: what is the effect of the SRC's interventions on County Governments' employee performance? The foregoing assertion justifies the choice of descriptive research design in this study.

Target Population

Target population constitutes the members of a group who exhibit similar characteristics (Lavrakas, 2008). The findings of the study are generalized to this population. The target population for the study comprised of all 4976 employees working with Nakuru County Government.

Sampling Design

A sampling refers to an exhaustive list of members of the target population from where the sample is derived. Table 1 outlines the sampling frame.

Table 1: Sampling Frame

Department	Number of Employees
Agriculture	560
i. ICT	13
ii. County Public Service Board	12
iii. Office of the Governor	30
iv. Environment	355
v. Education Social Services & Housing	175
vi. Finance	528
vii. Trade	60
viii. Public Service Management	445
ix. Roads	191
x. Health	2363
xi. Lands	88
xii. County Assembly	156
Total	4976

According to Kothari (2004) when the universe (target population) is relatively large, sampling is necessary. Nassiuma's (2008) formula is used to calculate the sample size as outline hereunder.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where,

n = Sample size

N = population size

C = Coefficient of variation (50%)

e = Error rate (0.05)

Substituting these values in the equation, estimated sample size (n) was:

$$n = \frac{4976 (0.3)^2}{0.2^2 + (4976-1)0.02^2}$$

$$n = 98.05$$

$$n = 98 \text{ respondents}$$

The 98 County Government employees were selected from the target population by use of stratified random sampling. This implies that employees from each of the 13 departments illustrated in Table 3.1 constitute a stratum. Therefore, there were 13 strata in total. Within each stratum (department), respondents were drawn at random. Stratified random sampling reduced sampling bias since all departments were represented in the study while employees from each department had an equal chance of being selected to participate in the study.

Data Collection Instrument

This study used questionnaires to collect primary data which was exclusively used in the study from the respondents. The convenience of questionnaires in data collection in that there are easily interpretable especially to literate respondents encourages its adoption in this study. In addition, this instrument is cost effective and also free from interviewer bias (Mugenda & Mugenda, 1999; Kothari, 2004).

Reliability and Validity of Data Collection Instrument

It is recommended that the research questionnaire ought to be pilot tested in order to assess both its reliability and validity before it is administered in the main study. In line with this, the

questionnaires were pilot tested on 5 employees of Nakuru County who were randomly selected from the target population. The participants of the pilot study were excluded from the main study.

Reliability is the measure of consistency of the research instrument (Kimberlin & Winterstein, 2008). The Cronbach alpha was employed to measure the reliability of the research instrument. A valid instrument, on the other hand, is said to be one that measures what it purports to measure. The study established the content validity of the instrument by seeking expert opinion of the university supervisors on the content of the research questionnaire.

The Cronbach Alpha value of 0.807 was obtained for all the variables used. This indicates that the instrument actually measured the concepts aimed to be measured and it shows significant consistency.

Data Analysis and Presentation

The collected filled questionnaires were assessed for completeness and precision. Incomplete and/or inappropriately filled questionnaires were discarded. This minimized the number of outliers that would otherwise compromise the study findings. The analysis of the cleaned data was facilitated by the Statistical Package for Social Sciences (SPSS) analytical tool. The cleaned data was edited and coded and then entered into the software ready for analysis. First, descriptive analysis in form of frequencies, percentages, means and standard deviations were carried out.

This was followed by inferential analysis in form of Pearson's correlation. Descriptive analysis enabled presentation of respondents views regarding the study constructs while inferential analysis related the independent variables (remuneration harmonization, fairness and equity, and salaries and remuneration review cycle) and the dependent variable (employee satisfaction).

FINDINGS AND DISCUSSION

Remuneration Harmonization

The first research question sought to assess the effect of remuneration harmonization on job satisfaction in Nakuru County Government. The researcher sought to analyze the relationship between remuneration harmonization and job satisfaction. The objective was achieved by asking the respondents to respond to questions that best described their immediate environment.

Table 2. Likert Scale Summation of Remuneration Harmonization

Statement	SA %	A %	N %	D %	SD %	χ^2	P-Value
County government employees receive relatively high salaries than other civil servants	12(16)	23(30)	11(15)	12(16)	17(22)	175.931	0.0001
Our salaries are subject to our qualification	20(26)	20(26)	8(11)	22(29)	5(7)	188.302	0.0001
We are paid according to our work experience	26(34)	28(37)	3(4)	15(20)	3(4)	177.181	0.0001
Job groups influence how much we are paid	5(7)	6(8)	5(7)	42(55)	16(21)	258.388	0.0001
There are significant disparities across job group	3(4)	8(11)	13(17)	27(36)	21(28)	199.040	0.0001
Salaries and allowances are regularly reviewed	29(38)	26(34)	4(5)	15(20)	1(1)	193.819	0.0001

The scores in Table 2 showed the reactions of respondents to the examined remuneration harmonization. The statement: County government employees receive relatively high salaries than other civil servants indicated strongly agree and agree were 16% and 30% respectively, while those who were in disagreement and strongly disagree were with 12% and 17%. This result showed that the majority of respondents tended to agree ($\chi^2 = 175$, $P \leq 0.001$) with the above statement. This implied better working conditions which is an essential motive for maintaining a reasonable satisfaction level and serve as a beginning point for motivation. On salaries being subject to qualification, the respondent's agreed 52% while those who disagreed represented 36%. This outcome showed that the majority of respondents tended to disagree ($\chi^2 = 188.3$, $P \leq 0.001$) with the qualification criterion used. On the issue of payment according to work experience, the respondents agreed at 71% while the others disagreed at 24%. This outcome showed that the majority of respondents tended to agreed ($\chi^2 = 177$, $P \leq 0.001$) that they are indeed paid as per their experience. Job groups influence how much we are paid was represented at an agreed 15% and the majority disagreed at 76%. This shows that the majority

of respondents tended to agreed ($\chi^2 = 258, P \leq 0.001$) with the job group on payment of services rendered. There are significant disparities across job group was seen to agree at 15% while the majority disagreed at 64%. The majority disagreed ($\chi^2 = 199, P \leq 0.001$) also with the job group disparities evidenced in their work stations. Lastly, Salaries and allowances are regularly reviewed was agreed at 72% while the minority disagreed at 21%. The majority of the respondents agreed ($\chi^2 = 199, P \leq 0.001$) with that statement. In summary the statement Job groups' influenced how much the respondents are paid showed the most association to the research questions in the Remuneration Harmonization objective.

Job Satisfaction

Job satisfaction is generally recognized as a multifaceted constructs that includes employees feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996) Job satisfaction is achieved if there is a fit between job requirement and employee's wants and expectation of the job and the rewards that the job provides. The perceived ratio of what an employee obtains such as pays and promotions, from his or her job compared to what an employee puts to his or her job (education, efforts, and experience) determines job satisfaction (Deconinck, Stilwell and Brock, 1996). In other words, the employee is satisfied when perceived equity exists and dissatisfied when perceived inequity exists although not necessarily in the same organization (Berkowitz et al., 1987). The dependent variable of the study established an overall satisfaction among the respondents as shown below.

Table 3. Respondents' assessment of effect of the SRC's interventions on County Governments' job satisfaction

Satisfaction	Scale	Frequency	Percent
No satisfaction	14 – 27	28	38
Little Satisfaction	28 – 41	34	47
Very satisfied	42 – 55	5	6
Extremely Satisfied	56 – 70	9	9

It was established that majority of the respondents indicated little satisfaction at 47%. 38% indicated no satisfaction while 9% showed extreme satisfaction and 6% indicated very satisfied.

Correlation analysis

As cited by Njenga, Waiganjo & Koima (2014), correlation analysis is used to determine the significance and degree of association of the variables. The main result of a correlation is called the correlation coefficient (or "r"). It ranges from -1.0 to +1.0. The closer r is to +1 or -1, the more closely the two variables are related. If r is positive, it means that as one variable gets larger the other gets larger. If r is negative it means that as one gets larger, the other gets smaller (often called an "inverse" correlation).

Table 4. Correlation Results of effect of the SRC's interventions on County Governments' job satisfaction

		Remuneration harmonization	Fairness And Equity	Salary & Remuneration review cycle	Job Satisfaction
Remuneration harmonization	Pearson Correlation	1	.173**	.479**	.515**
	Sig. (2-tailed)		.000	.000	.000
	N	76	76	75	76
Fairness And Equity	Pearson Correlation	.173**	1	.172**	.117*
	Sig. (2-tailed)	.000		.000	.011
	N	76	76	75	76
Salary & Remuneration review cycle	Pearson Correlation	.479**	.172**	1	.671**
	Sig. (2-tailed)	.000	.000		.000
	N	76	76	75	76
Job Satisfaction	Pearson Correlation	.515**	.117*	.671**	1
	Sig. (2-tailed)	.000	.011	.000	
	N	76	76	75	76

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

Multiple Linear Regression

Table 5. Multiple Linear Regression Analysis Model Summary

Model	R	R Squared	Adjusted R Square	Std of Error Estimate
1	0.720 ^a	0.518	0.514	0.54947

Results displayed in Table 5 show the adjusted r square value of $r^2 = .518$ which indicate that when all the variables are combined, the multiple linear regression model could explain for approximately 52% of the variation in the dependent variable by the variation in the independent variables on job satisfaction in the County Government. The results from the Coefficient of Determination in Table 6 shows a significant relationship ($p = 0.000$) in all the variables.

Table 6. Coefficient of Determination of effect of the SRC's interventions on County Governments' job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.435	.167		2.608	.009		
Remuneration harmonization	.229	.043	.205	5.334	.000	.0702	1.425
Fairness And Equity	.180	.041	.193	4.440	.000	.0551	1.815
Salary & Remuneration review cycle	.455	.043	.457	10.694	.000	.0569	1.759

a. Dependent Variable: Job Satisfaction

Information in Table 6 indicates the prediction equation is job satisfaction = .435 + 5.334 (Remuneration harmonization) + 4.440 (Fairness and Equity) + 10.694 (Salary & Remuneration review cycle). The standard error was (0.167), being an estimate of the standard deviation of the coefficient, is a random variable with a mean of zero and which captured the variables that could not be quantified. If a coefficient is large compared to its standard error, then it is probably different from 0.

The independent variable which was most important in the job satisfaction was also determined. This was obtained by the beta value whereupon the results identified Salary & Remuneration review cycle as the most important variable of the study followed by Remuneration harmonization and lastly Fairness And Equity in that order. Table 4.5 shows the beta value for these variables 0.205,.193 and 0.457 which indicate that dependent variables would change by a corresponding number of standard deviation when the respective independent variable changed by one standard deviation.

The VIF value for all the independent variables were lesser than 10, and the Tolerance was also less than 0.1, thus there were no concerns over multi-collinearity. This led to the conclusion that Salary & Remuneration review cycle; Remuneration harmonization and lastly Fairness and Equity were all important factors in the job satisfaction in the Nakuru County Government.

The overall level of job satisfaction within the county is moderately high. The results obtained by performing a series of Pearson's correlation coefficients manifested a significantly strong positive relationship between Salary & Remuneration review cycle and job satisfaction ($r = 0.671$, $p < 0.0000$). There is a significantly moderate positive relationship between Remuneration harmonization and job satisfaction ($r = 0.515$, $p < 0.000$). The results also revealed a significantly weak positive relationship between Fairness and Equity and job satisfaction ($r = 0.117$, $p < 0.011$).

The results obtained by performing multiple regression analysis shows that effect of the SRC's interventions on County Governments' job satisfaction is responsible for 52% of the variance that occurs within job satisfaction and Salary & Remuneration review cycle, Remuneration harmonization and lastly Fairness And Equity.

CONCLUSIONS

It has been shown that one of the ways of getting employees to perform to achieve organizational goals is to make them comfortable and happy. Using exploratory research design, data was collected and analyzed in terms of descriptive statistics and Pearson chi square was used to test the significance of relationship between compensation and employee job satisfaction. Although the employees identified compensation as a source of their job satisfaction, the relationship was not significant. However components of compensation such as career development and job security which were ranked very high could be major contributing factors to employee job satisfaction. Pay for performance dictates that where an employee is paid in a salary range should coincide with performance over an extended period of time. Employees with higher levels of performance will be paid higher in the range and lower levels of performance will be paid lower in their range. This is in contrast to the increase for performance concept that suggests employees of equal performance would get equal increases with no regard to their position in range. Pay for performance is concerned with the employee's salary movement over time, while increase for performance is concerned only with the size of the current year increase.

From the findings and the conclusions made, there seems that proper methods of determining employee's compensation in the organization are lacking, and especially in evaluation against what the different authors advocate for. It is with this knowledge that the

researcher recommend that the Human Resources Manager should develop systems that will ensure that there is a proper compensation plan entailing proper job evaluation processes and pay structures in the organization. Any changes in the plan, like salaries or process should be supported by right fundamentals like salary survey and facts on the ground. Employees should be encouraged to take up-skills

In the light of the findings, of high awareness of existence of basic and other additional payment, only a small population was motivated with their basic pay and the overwhelming positive response on motivation improving as a result of change in basic pay. The researcher recommended that a proper salary survey and job evaluation vis-a-vis total rewards received to be commissioned in a bid to ensure there is internal and external equity in the organization and that motivation is driven by the right fundamentals. On the contingent pay, although the study did not go deep into finding out the various forms of contingent pay in the organization, the general feeling of motivation was high. The researcher also recommends that a further study be done even by department to determine the specifics and take necessary actions. In the area of team work, team rewards and whole organization reward it is recommended that further study be done to enhance it.

Other factors were also revealed as being factors contributing both negatively and positively to performance quality. Factors such as adherence to professionalism, involvement in pursuing supplementary incomes, political influence and interference, and political interest and affiliation were reported by respondents. These factors were quite often simply expressions and aspects of normal organisational culture and politics. Although pay was an important motivator and therefore impinged on the quality of performance, it is evident from the data that it was countered by professionalism. Professionalism, according to many interviewees, was a factor that had an overriding impact; they were professionals, regardless of how much they were paid. Moreover, as professionals, other factors contributed to „effective“ and „very effective“ performance, factors such as support, motivation and values; intention; honour incentives; responsibility; verbal appreciation and some other rewards. However, there should be considerable scepticism about their claims of good performance occurring because of the overriding influence of professionalism.

The respondents' views on the positive influence of professionalism may have been simply a way of defending their images because they defined themselves, and wanted others to see them, as professionals. In fact, they may really have been playing only „lip service“ to professionalism in their job performance.

RECOMMENDATIONS

Knowing different factors affecting job satisfaction is very important for any organization and stakeholders for the achievement of their organization's goal. Job satisfaction is an important factor affecting employees' behaviors which leads to the success of the organization. Therefore, it is better for an organization to consider the following important factors in relation to employees' educational level and work experience. Based on the findings of this study, the researcher makes the following recommendations:

- ✓ Management should focus on the intrinsic parts of the job, such as making the work challenging and interesting. In addition, management should acknowledge employees' effort for exceptional performance, and welcome workers' contributions in decision making to enhance workplace democracy.
- ✓ Management needs to communicate to employees the elements of the reward system and how they are calculated. Employees want pay systems they perceive as just and in line with their expectations. When pay is seen as fair, satisfaction is likely to result.
- ✓ Better career development opportunities should be given to the employees to increase job satisfaction.
- ✓ The study revealed that there is favoritism/inequity in appraisal and promotional issues in the case study organizations. It appears appraisal and promotion is based on preferential treatment. It is therefore recommended that management should commission the human resource departments to ensure equity in all performance appraisal and promotional issues to create trust and harmony.

Essentially, it became evident during the research that when staff were significantly paid lower than a living wage, they performed poorly as they diverted their time and effort to other sources of income or reduced their performance effort; or felt that low pay justified poor performance. Thus, pay was either the most important or a significant factor influencing performance, and it either adversely affected job performance or led to dissatisfaction with civil service jobs. Nevertheless, pay played little or no role in motivating people in seeking civil service jobs and in encouraging performance when employed. Rather, interviewees pointed to such factors as job security or lifelong employment, social status and prestige, future personal growth and other opportunities, and professionalism as motivating factors. But, pay was the most important demotivational factor discouraging them from performing jobs well. This link can draw further insight from motivation theories, especially expectancy theory, but care must be taken in utilising these tools in poor country settings. They were shown to have limited explanatory power in such contexts. Finally, the pay and performance link was potentially influenced by

organisational culture and politics in the CCS whereby these phenomena distracted attention from the formal goals of the organisations – that is, to provide good performance.

LIMITATIONS AND Further Research

The study was limited by the geographical location since the data was only collected in Nakuru. The survey may not be generalized with high confidence level although it portrays the general feeling of Kenyan population since Nakuru is a metropolitan town with heterogeneous population.

This study was conducted at a single public institution. It is recommended that further studies be conducted in private institutions and consider other factors that might influence employee job satisfaction in those institutions such as demographical and political factors affecting employee job satisfaction. This study focused on employees, it is also recommended that further studies be conducted focusing on how organization structure, culture and management styles may influence employee job satisfaction in the same institutions in Kenya.

The researcher suggests that further research should be done on the relationship between job satisfaction and compensation and work motivation among employees in other county governments. This will help in creating awareness among employers on the effects of job satisfaction on the motivation of organization employees. It will in turn motivate the county governments and all other stake holders to intervene.

Further research should be conducted country wide in other counties since this researched narrowed down to employees of Nakuru County therefore it cannot be generalized for the whole country.

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