

# **DETERMINANTS OF EMPLOYEE JOB SATISFACTION IN THE PARLIAMENTARY JOINT SERVICES KENYA**

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## **ABSTRACT**

The concept of job satisfaction has been having a widespread interest but very little attention has been focused on job satisfaction amongst Parliamentary Joint Services employees in Kenya. This is because the majority of the studies conducted on job satisfaction have focused on measuring levels of job satisfaction of employees rather than determining which factors influence job satisfaction on an employee. This study intended to evaluate the determinants of employee job satisfaction of Parliamentary Joint Services Kenya. Three job satisfaction dimensions were identified and they included leadership, meritocracy, and working conditions. The study adopted the Herzberg's Two-Factor Theory and Edwin A. Locke's Range of Affect Theory which the study was based on. This theory has been used as a framework for research concerning employee motivation in the workplace since 1959. The relevance of the above theory to this work is evidence that employees have expectations on their jobs that act as factors that influence their perception of job satisfaction on the job and enhance performance. The Researcher relied on primary data which was collected using a questionnaire. The questionnaire was in four parts, Part A collected personal data of the

responses. Part B on factors affecting job satisfaction and Part C on employees perception on pay and related benefits, were presented as a five-point Likert scale and Part D consisted of an open-ended question aimed at allowing the respondents to add any other information. The total population was 160 employees, and 120 employees from the different departments in the Parliamentary Joint Services responded to the questionnaires This was drawn by the use of proportionate sampling technique. The study adopted a descriptive research design which was to bring out the reality on the perception of job satisfaction of employees. The data collected was analyzed and presented in topical discussions, tables, and graphs as appropriate. This study has drawn attention to the importance of the relationships between leadership, meritocracy and working conditions and job satisfaction in the Parliamentary Joint Services. Results indicated that the respondents were not confident with the leadership, 76% of respondents were not satisfied with the limited number of training offered and that in terms of working conditions, 24% of respondents indicated that deadlines and targets were realistic and those who thought otherwise were 23%.

**Key Words:** *employee job satisfaction, parliamentary joint services, Kenya*

## **INTRODUCTION**

Employee Job satisfaction has received much attention to all the research among all the work-related attitudes, (Locke & Latham, 2002). Employee job satisfaction is the level where individuals like or do not like their job. An individual who is satisfied with his/her job is more dedicated to their job, while an employee who is not satisfied with his/her job is less dedicated to

their job (Marion, 2001). Employee job satisfaction is a concern for researchers all worldwide who focus on measuring employee attitude towards their work, resignation from work and missing work intentionally. Organizations aim at ensuring their employees are satisfied to maximize their productivity and efficiency (Shah & Jalees, 2004). Employee job satisfaction is therefore very important and is often gauged by organizations. Rating scales are the most used measures of job satisfaction and employees use them to record their attitudes towards work.

According to (Sokaya, 2000), many developing economies have rejuvenated interest in the degree of performance in the public sector, since they compete more in the global environment. Several studies have enumerated that employee' commitment to their work affects their performance, which leads to their attitudes of being motivated by personal characteristics and job characteristics.

Satisfied employees are happy and therefore are more productive and the prosperity of their organization depends on their satisfaction (Saari & Judge, 2004). Job satisfaction can be perceived as a level where an employee's affective orientation affects their position in the workplace either positively or negatively (Tsigilis, 2006). The happier the employees are with their work, the more satisfied with their work the more satisfied they are said to be.

Multiple factors have been identified by researchers crucial to job satisfaction however, majority of them agree on the core factors of salary, job, and oversight, job elevation to the next position, work environment, and co-workers (Williams & Sandler, 1995); (Wiedmer & S, 1998); (Saari & Judge, 2004). Different group titles are being used to represent dimensions of the job satisfaction, for example, "personal and job characteristics, difficult tasks, equal benefits, conducive working environment, colleagues who encourage each other, good attitude and social interaction (Bajpai & Srivastava, 2002).

The effects of the core factors vary with the variables in demographic attributes of the employees. Several demographic variables exist amongst employees, which affect the levels of satisfaction from salary, job, work oversight, etc. For example, sex, age, literacy level, duties and responsibilities at work, work experience and whether the employees are single or married, have widely been found to affect Job satisfaction in one way or another (Wiedmer & S, 1998); (Marion, 2001); (Shah & Jalees, 2004); (Eker, Adem, & Lalac, 2007). The study will explore the drawbacks of employee job satisfaction among the workforce in the Parliamentary Joint Services.

Job satisfaction is said to be realized if an individual tends to appreciate some parts of the job more than the others. According to (Broom, 1966), employee satisfaction is viewed as a "positive perception of an individual on the job which the individual is holding currently". Spector, (1997), observed that employee job satisfaction is the level where people appreciate or do not appreciate their jobs. Job satisfaction is generally the perception that individuals have about their jobs. The relationship of job satisfaction with various variables is achievement, advancement, benefits or allowances, group work, promotion, cooperation, job stress, mentoring

and training needs, the development, management, and recognition of success. An assumption is made that an employee's degree of satisfaction is determined by his/her attitude; therefore, a happy employee is very productive and vice versa.

Job satisfaction occurs as a result of an employee experiencing obligations, recognition, work, and achievement, advancement, and the possibility of growth. Addressing these influencers will lead to a majority of the employees being satisfied resulting in good results. Job satisfaction is meant to be assessed by looking at how productive the employees are, ensuring employees stay at their job and expenses related to employees leaving jobs, skipping work, quality of outputs and dedication to the institution. Assessing the degree of job satisfaction is a crucial element for the employer to undertake. Job satisfaction assessments are classified into two categories: Single question and multiple-item measures (Spector, 1997).

For Single query, it measures queries asked for example; are you content or not content with your work? (Quinn, 1974). A respondent can consequently be accorded with a scale of measure from contentment to discontentment or vice versa. Multiple item measures, ask questions that respondents' rate the different aspects of their job on a scale running from degrees of dissatisfaction to degrees of satisfaction. According to (Lawler III, 1971), job satisfaction form is important for scientists to comprehend more about being away from work and moving from work.

Organizations should always make sure that employees are comfortable with their jobs to reduce the cases of employees avoiding to go to work and resignations from their places of work, leading to organizations performance being compromised, which is an expense. Performance is measured by how accurate an individual or individuals fulfil their job descriptions. According to (Donnelly, 1994) performance should be gauged correctly and systematically to ensure benefits are equally shared.

## **STATEMENT OF THE PROBLEM**

One of the fundamental elements of effective leadership in an organization is job satisfaction. It has indicators that include high results, high self-esteem and commitment to work while indicators of job dissatisfaction include low results, low self-esteem, and lack of commitment, absenteeism and reluctance to take up leadership positions. The study of employees' attitude towards their work and job satisfaction has contributed a substantial body of knowledge about what makes people happy or unhappy with their jobs. Literature provides evidence for a strong relationship between job satisfaction and specific individual social-economic characteristics, namely gender, education, working hours, trade union and establishment size (Lang & Johnson, 1994). Even though union membership is positively related to wages, it has a negative effect on the job satisfaction due to the so called "exit voice" (Freeman & Medoff, 1984) that is, dissatisfied union workers tend to remain in their jobs and express their complaints through the union whereas dissatisfied non-union workers tend to leave. Miller (1990), found that, although unionized members feel more satisfied with salaries, benefits and job security, their satisfaction

with all other facets of their jobs is so low that their reported job satisfaction is overall lower compared to that of the non-unionized employees. The main concern for the research is the fact that minimal focus has been channeled on job satisfaction amongst Parliamentary Joint Services employees in Kenya despite the widespread interest in the concept of job satisfaction, majority of the research conducted on job satisfaction have concentrated on measuring the level of job satisfaction of employees rather than determining which factors affect job satisfaction on an employee. The objective of the research was to examine the determinants of employee job satisfaction in the Parliamentary Joint Services employees in Kenya.

## **OBJECTIVE OF THE STUDY**

1. To establish the extent to which leadership influences employee job satisfaction at the Parliamentary Joint Services.
2. To determine the extent to which meritocracy enhances employee job satisfaction at the Parliamentary Joint Services.
3. To examine the extent to which working conditions have a relationship with employee job satisfaction at the Parliamentary Joint Services.

## **EMPIRICAL REVIEW**

### **Employee Job Satisfaction on Global Level**

There is literature on job satisfaction trying to investigate and comprehend the job satisfaction issues in the developed world. For example, (Ellickson & Logsdon, K., 2001) investigated the determinants of job satisfaction between the municipal government employees in the USA. Rocca & Kostanski, (2001), researched the connection between burnout and job satisfaction while (Nelson, 2006), researched the connection between job satisfaction and psychological contract in Australia.

People view job satisfaction of employees from different angles, that is, institutional participation and dedication, locus of the focus of control and different personalities, suppressing of stress and also the demographic opinions established on employees' age, race, nationality, gender and education (Wiedmer & S, 1998). Employees who are not satisfied, exhibit increased likelihood for counterproductive behaviors like disengagement, fatigue and workplace aggression (Ellickson & Logsdon, K, 2001); (Eliason, 2006); (Moynihan & SK. Pandey, 2007).

Antecedent variables are in two common categories that are, Environmental factors, which are personal characteristics which focus on job satisfaction and personal qualities (Ellickson & Logsdon, K., 2001); (Rocca & Kostanski, 2001). The prowess of such professionals is what the Public sector depends on as they execute government policies successfully. Research reports indicate that the leading qualities of the Public Sector institutions that are paid, formalism and inflexibility and restricted promotion chances hinder the most eligible and executive employees

from working in the public establishments (Barrows & Wesson, T, 2001); (Linz & Susan J, 2003).

There are distinct strategies used to evaluate job satisfaction in various institutions, and the strategies directly or completely apply two types of variables as the determinant factor of job satisfaction as well as employees' individual qualities and the environmental qualities or the institution (Moynihan & SK. Pandey, 2007); (Kuchinke, Ardichvili, Borchert, & Rozanski, 2009). Likewise, variations exist among various developed countries as well (Rocca & Kostanski, 2001); (Eliason, 2006).

Corresponding research was done of the professionals in Russia, Poland, and Germany and it showed that employees were all different in terms of work centrality, preferred or desired work outcomes, work responsibility recognition and degrees of job and career satisfaction. Respondents from the three countries had different opinions on all relevant demographic characteristics, including age, education level, and job classification, gender, and industry representation. The study revealed that the specimen was in their mid-career stage, mostly male, had professional education and training and worked as managers and technical professionals in manufacturing and service industries (Kuchinke, Ardichvili, Borchert, & Rozanski, 2009).

Personality type was revealed to be in many ways connected to the management of stress of men than women. Women employees are not highly contented with their work than their men peers (Wiedmer & S, 1998). Factors in the organization such as sufficient work tools, resources, and capacity development and an equitable workload dispensation also remarkably and certainly affect job satisfaction (Rocca & Kostanski, 2001).

Institutional perspectives of job satisfaction are affected by institutional variables connecting to the equipment for work, needed resources, well-distributed workload, proper training opportunities, etc. Job satisfaction of public sector employees is mostly reliant on the environmental qualities and not on individual qualities. Therefore, creation of the best employee environment is the strongest and conclusive factor in the job satisfaction of civil servants (Ellickson & Logsdon, K., 2001).

However, on demographic factors such as gender, age, and education more investigations should be done (Kuchinke, Ardichvili, Borchert, & Rozanski, 2009). The issue of job satisfaction has been researched broadly in various environments. The author maintains that work-related factors and demographics have outstanding effects on employees (Wiedmer & S, 1998); (DeVaney SA & Chen ZS ., 2003); (Linz & Susan J, 2003). Low regard to the institutions where the respondents worked was another discovery that intersects the three countries. This might be a confirmation of the existence of reduced years of working with the same employer, in the three Countries, the disappointment with expectations of being with the same employer for a long period, and overriding inclination on ones' career and life interests against institutional attitude.

This occurrence is most of the time identified as "American conditions", in Germany which means a releasing of precautionary as well as constraining labor laws, reduction of lifetime employment arrangements, higher prevalence's of industry-wide job shifts and displacements, reduction of role of labor unions, and, generally, a reduction of the psychological contract that once simplified and organized mutual responsibilities and rights between employees and employers (Kuchinke, Ardichvili, Borchert, & Rozanski, 2009). An empirical study conducted among civil servants in a Middle Eastern country showed that, despite cultural issues, workers with higher levels of satisfaction committed themselves more in a process of change in the organizational structure (Yousef, 2001).

### **Employee Job Satisfaction in Africa**

Hinks, (2009), analyzed the determinants of job satisfaction by looking at the effect of a racial class, the existence of an employment equity plan, and earnings on job satisfaction. He used the Mesebetsi labor data for 1999 for workers aged 18 to 65 and found that affirmative action in the organization influences black workers' job satisfaction but notably decreases job satisfaction of colored workers. Research on 'burnout, job satisfaction, and work situations' has been done (Aguna, Ojomo, & NA, 1997). Another research on individual associated variables of job satisfaction in public sector organizations and their influence on the theory and practice of management in least developed countries were also done in Nigeria (Tella A, 2007).

Pillay, (2008), studied the satisfaction of professional nurses in South Africa and his study revealed that there was general job discontentment among respondents. Nevertheless, respondents were content with taking care of patients and relationships among themselves. Public sector nurses were greatly discontented with the workload, and resources, while private sector nurses were moderately discontented with the workload, opportunities to grow, and pay.

According to (Abugre, 2014), job satisfaction for public administration workers in Ghana is on a extremely low level, although with a number of differences in educational background. The most current contribution of (Falco, Maloney, B., & Sarrias, 2015), utilizes the Ghana Urban Household Panel Survey (GUHPS) to study job satisfaction across various sectors in Ghana. A mixed (stochastic parameter) ordered probit estimators is adopted to characterize the distribution of subjective wellbeing across employment sectors. According to the results, the more advantageous type of employment is self-employment. Distinctively, employees look unconcerned between formal salaried employment, self-employment without employees, and civil service/public sector employment. Aside from these studies, job satisfaction in Sub-Saharan countries has received little recognition, in part due to a lack of data.

### **Employee Job Satisfaction in Kenya**

With the impact of population on job satisfaction in Kenya, researchers have produced various answers. Like the dispositional variables, which are control variables not supported as separate resulting to the noted variances in contentment and attachment among agricultural technicians

still appeared to be more satisfied, dedicated, and showed purpose to remain than their colleagues in the public sector (Mulinge, 2000). In the industrial and organizational psychology and the sociology of work and occupations, the notions of job satisfaction and organizational attachment are some of the most studied (Mulinge, 2000).

In Kenya, the topical focus on public sector institutions is the connection linking the individual and work qualities, and dependent factors of the workplace (Sokaya, 2000). Though job satisfaction is a common issue, it is still a struggle for developed countries and Kenya to understand the topic and come up with the most effective measures to handle employee issues that is, participation, devotion, skipping work, and turnover through generating and sustaining job satisfaction. Nevertheless, because of environmental variances, Kenya has many worries compared to the advanced world.

In a multiple regression analysis studies, there was a linkage connecting employee satisfaction and client satisfaction in Mwalimu National Savings and Credit Cooperative Society. It centered on evolution, inspirational level, employee development and their outcomes on customer satisfaction in Mwalimu National Savings and Credit Cooperative Organization. Through the Pearson correlation coefficient between employee satisfaction and client satisfaction, the research revealed there was a powerful productive connection linking employee work-life disputes and client satisfaction followed by capacity development and employee inspirational degrees. The research proposes that the satisfaction index of both employee and client should have equal levels of recognition because statistically a remarkable connection links client satisfaction and employee satisfaction.

Mwiti, (2007), observed that motivated people attain definite objectives and accomplishment of these goals which promotes job satisfaction. The research focused on management, collaboration and capacity development, careers and job progress chances, employee empowerment, employees' involvement in decision making, working conditions, and financial benefits as job satisfaction factors that forecast employee job satisfaction. The research revealed that employee satisfaction is achieved by supplying different variables that entail improved working conditions; empowered and involved staff, rewarded and recognized collaboration, training, and development. The results agreed with (Anyango, 2011), who researched the influence of reward system on employees job satisfaction. The research utilized, complaint handling, reward systems, the predictors of employee job satisfaction and employer-employee connections. The results of the research revealed a beneficial connection linking job satisfaction and employee job satisfaction. Mehta (2012), observed association research to investigate if job satisfaction assessment and working environment are connected with job satisfaction and if these two variables have any objective on employee's resolve to leave an organization, in the IT industry. Additionally, it was revealed that job satisfaction assessment and working environment did not influence job satisfaction. In contrast, (Anitha, 2014) in her studies observe that employees are the most worth assets in any institution Consequently, enhancing employees' job satisfaction may help an institution attain and preserve a victorious and fruitful business.



## **THEORETICAL REVIEW**

### **Frederick Herzberg's Two-Factor Theory**

This theory has been used as a structure for research concerning employee motivation in the workplace since 1959 (e.g. (Efraty & M.J. Sirgy, 1990); (Stone-Romero, 1994). Herzberg conceptualized the theory without having the educational environment in mind but several pieces of research confirmed the theory within the 21 educational contexts (e.g. (Waltman, Bergom, Hollenshead, & August, 2012). The two-factor theory supports that factors influencing workers are independent of factors demotivating workers. When motivating factors are present, employee satisfaction at work will be increased, and when hygiene factors are not available employee satisfaction will be decreased.

Some of the motivators of employees are an achievement, recognition, the work itself, responsibility, advancement, and growth (Herzberg, Mausner, & Snyderman, 1968). The other aspect of Herzberg's two-factor theory (dual-factor theory) enumerated that dissatisfaction is brought about by hygiene factors (the dual to motivating factors) not being met. The hygiene factors suggested by Herzberg are company policies, supervision, relationship with supervisors and peers, physical work conditions, salary, status and job security. In summary, motivation factors help in increasing worker productivity and overall satisfaction, while hygiene factors help in decreasing worker dissatisfaction and turnover.

Herzberg two factor theory focusses directly on the factors that result in employees' job satisfaction which is one of the objectives of this research and has made it easy for managers to distinguish satisfiers from dissatisfiers. With this, management will not be confused about what to focus on when they want to see improvement of employees' performance.

Using the motivation hygiene theory, management must not supply hygiene factors to avoid employee dissatisfaction, but also must supply factors inherent to the work itself so that employees are satisfied with their jobs. This hampers job satisfaction solely on the shoulders of management, concluding that there is no individual responsibility for a person's attitude on the job.

The study will fill in this gap by presenting the factors that influence employees' satisfaction in Parliamentary Joint Services which may be motivators to the organization, whereas when examined according to Hertzberg two factor theory may be seen as hygiene factors.

### **Edwin A Locke's Range of Affect Theory (1976)**

This theory determines job satisfaction through a variance that exists linking the benefits an employee gets from the job and what the employer gets from the employee. A negligible variance makes employees happy, and a humongous difference will mean the employee is not happy. Prioritization differs from individual employees, e.g. an individual employee may value medical cover more than anything else at work, while for another employee, a clean office can be

more important in comparison to medical cover. The absence of that particular aspect leads to the employee not being content with his/her work. There is a need for finding out the most crucial aspect of the job that employees love and make sure the aspect is tackled suitably to ensure employee satisfaction.

The relevance of the above theory to this research is evidence that employees have expectations on their jobs that act as factors that influence their satisfaction on the job and enhance performance. Examples of such expectations are career advancement, promotion and fringe benefits. If these expectations are not met, employees become disgruntled, and this hurts their performances, they may become disengaged on the job.

## **RESEARCH METHODOLOGY**

### **Research Design**

This research was descriptive. Data collection was by experiential, qualitative and quantitative methods. The data were analyzed to identify any similarities that may be indicative of a trend. This is because the response was subjective and what were sought were variables as they were. The design was; therefore, intend to pick data from individuals of a particular population to find out the characteristics of that particular population concerning many variables. The choice of this research design is based on the fact that the Researcher was interested on the current state of affairs in terms of the employee job satisfaction factors already existing and no variable was manipulated or controlled.

### **Site of Study**

The research was done among the selected staff of the Parliamentary Joint Service based in Protection House in Nairobi.

### **Target Population**

The population is the entire cluster of people, objects or items from which samples are taken for measurement (Kombo & Tromp, 2006). This study comprised of one hundred and sixty (160) employees of Parliamentary Joint Services based at Parliament Buildings. The respondents were selected based on the directorates/departments from the Parliamentary Joint Services.

### **Sampling Technique**

The study was undertaken through a census survey. A census survey of all the identified respondents within the Parliamentary Joint Services directorates within the Parliamentary Service Commission was adopted in the study since the number of the target population was relatively manageable in terms of administering the research instrument.

## **Research Instruments**

The Researcher used primary data which was gathered through a questionnaire. A questionnaire comprising of both closed and open-ended questions were administered to the respondents. The choice of this instrument was informed by its simplicity to administer and convenience for collecting data within a short period. The questionnaire was in four parts, Part A collected personal data of the responses. Part B on factors affecting job satisfaction and Part C on employees perception on pay and related benefits, were presented as a five-point Likert scale and Part D consisted of an open-ended question aimed at providing the respondents with an opportunity to add any other information.

## **Data Collection Procedure**

The researcher had a letter of introduction from Kenyatta University to be presented to the Parliamentary Joint Services. It assisted the researcher to collect information more efficiently. The respondents involved in the study were informed through writing. The researcher delivered the questionnaire to the respondents in sampled sections.

## **Data Analysis Procedure**

Data was gathered from the field through questionnaires. The questionnaires were distributed to the concerned departments/directorates and the data were entered into Microsoft excel. The complete responses were summarized and coded into the Statistical Package for the Social Sciences (SPSS) variable view then translated into specific categories concerning the objective of the study and guided by the questionnaire. The data entered was cleaned, explored and analyzed. Tables and charts illustrated the various outcomes of the research indicating the factors leading to job satisfaction at the Parliamentary Joint Service. The analysis ranked the factors in their relative importance as per the responses. The results from the analysis were presented in frequencies, pie chart, and percentages for comparisons and clarity.

## **RESEARCH RESULTS**

The research sought to achieve the following three specific objectives: The first objective was to demonstrate the extent to which leadership influences employee satisfaction at the Parliamentary Joint Services. The research revealed that the respondents were not confident with the leadership. Only 5.8% of respondents were neutral on the level of confidence in leadership, 67% were not confident with the level of leadership and 17% were confident with the level of confidence in leadership. This contributed to job dissatisfaction.

The second objective was to determine the extent to which meritocracy in employment, training, and reward enhances employee service delivery and satisfaction at the Parliamentary Joint Services. The study revealed that 76% of respondents felt that the trainings were not enough. This indicates that a majority of the respondents are dissatisfied as training is a major component for growth and building capacity. On benefits the study revealed that in all the categories of

benefits offered, there was a 50% and above level of satisfaction with the benefits. This shows that the respondents seem to be quite satisfied with the benefits offered at the service.

The third objective was to examine the extent to which working conditions affect employee service delivery and satisfaction at the Parliamentary Joint Services. The study revealed that 24% of respondents did not think deadlines and targets were realistic and those who thought otherwise were 23%. A vast majority (53%) were however undecided. 89% either disagreed or strongly disagreed that their working conditions were good. The mental well-being of staff here is also at risk with 85% of respondents saying that they did not keep a reasonable work-life balance.

An empirical review on performance appraisal and job satisfaction was accomplished and finally a theoretical review on job satisfaction was carried out. The study was a survey on the Parliamentary Joint Services. The population of the study was the employees of the Parliamentary Joint Services. The researcher focused on 160 employees of the Parliamentary Joint Services in different departments. Fifty were from the Directorate of Human Resources and Administration, forty-six from the Directorate of Finance & Accounting, thirty from the Directorate of Information & Research Services and thirty-four from the Directorate of Litigation & Compliance. The primary data collected through use of interview guide was edited, coded, classified, tabulated and analyzed using the statistical package for social sciences (SPSS). Other packages used were Microsoft Excel and Microsoft Word. Analysis was done by use of descriptive statistics.

The study revealed that that employees at the Parliamentary Joint Services are not very keen on quality when it comes to their work this is because this is because study revealed that only 29.1% of respondents agreed or strongly agreed that quality was a top priority at the parliamentary joint services, with 62.5% either disagreeing or strongly disagreeing. 77% of the respondents indicated that there is a form of favoritism at work and 67% of respondents are not confident with the level of confidence in the leadership.

The study also revealed that employees at the Parliamentary Joint Services do not trust what management tells them because 70% said corporate communication was not frequent enough. Only 20% said that they can trust what management tells them and only 25% said that there was adequate inter-departmental communication respectively. 50% of respondents were neutral that there was job security despite the electoral cycle. 76% of respondents believed that they don't have an established career path and lastly, 42% of respondents indicated that they don't have opportunities to learn and grow.

The individuals' feedbacks stated that less than half of the interviewed employees proclaimed to be a little bit satisfied with their jobs and only a comparatively low proportion proclaimed to be very satisfied. For financial motivations, the level of satisfaction is even lower. Examining the employees' feedback, the factors with the highest level of dissatisfaction mentioned by the majority of individuals are leadership, working conditions, communication, teamwork, training and performance appraisal which can either have positive or negative impacts on job satisfaction.

At the opposite side, the element that creates the highest degree of satisfaction among Parliamentary Joint Services employees is benefits in terms of house allowance, medical, mortgage and car loan.

## **CONCLUSIONS**

The main motivation of this research was to analyze the determinants of job satisfaction among employees at the Parliamentary Joint Services, using a total of 160 employees based at protection House Nairobi out of which 120 responded.

The research concluded that leadership was lacking at the Parliamentary Joint Services. Ojokuku, (2012), noted that one of the most important management skills is leadership which incorporates the capacity of the boss to confidently guide a team concerning a recurrent objective.

The research concluded that lack of training and development opportunities is a major factor. Employees will be inadequately equipped to effectively and efficiently provide services to the citizens. An employee who is not well-trained lacks the skill set and confidence to execute their mandate.

Furthermore, a lack of communication between management and staff and between departments causes job disaffection. Operations turn to be haphazard with staff relying on rumors and falsehoods as official communication. The result is that of mistrust and backstabbing. Lack of teamwork and cooperation within the Parliamentary Joint Service also contributes to this malaise.

Lack of clear career development prospects demotivates staff, and disincentives them from going beyond the bare minimum in performance of their duties. The result is the established number of indifferent respondents in this research and the risk of turnover should better prospects arise.

## **RECOMMENDATIONS**

1. There is a need for continuous employee training and development to ensure that employees are adequately skilled to take up tasks within the Joint Service. The Parliamentary Joint Service should plan for regular trainings and team-building activities during departmental retreats that will build cohesion between the departments.
2. There is a need for improving and creating conducive working conditions for employees by ensuring harmonious relationships are created amongst employees and between them and their bosses.
3. Leaders/supervisors should be trained on interpersonal and communication skills to better manage their team and this should be an ongoing exercise.

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