



**A FRAMEWORK OF FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN NON-GOVERNMENTAL ORGANIZATIONS IN ZAMBIA**

**Patrick Banda**

---

**A FRAMEWORK OF FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN NON-GOVERNMENTAL ORGANIZATIONS IN ZAMBIA**

**Banda, P.**

University of Zambia, Zambia

**Accepted: June 27, 2023**

---

**ABSTRACT**

*Human capital is the most precious and important asset of any organization and as such, employee job satisfaction has now become one of the top priority areas in every industry. Most studies on employee job satisfaction have been conducted in the developed countries and particularly on the private sector with fewer studies conducted on NGOs which operate in different environments and challenges. There seems to be no study on the factors affecting employee job satisfaction in Zambia's NGO sector and against this background, this study was undertaken to fill the information gap. The purpose of this study was to identify the main factors affecting employee job satisfaction in the non-governmental organizations in Zambia using Herzberg two-factor theory. The study was conducted using a descriptive survey research design. The target population consisted of 64 fixed term employees of 3 NGO's which are IITA, MCA-Zambia and PATH. Fifty-five (55) questionnaires were distributed to the three (3) organizations, and a total of 51 questionnaires were filled and returned representing a response rate of 92.7%. The findings of this study indicate that among the six (6) job facets identified by Herzberg, only promotion/growth, job security, pay/allowances and recognition were the main factors affecting employee job satisfaction in the NGOs sector in Zambia. Based on these findings, a framework of factors that could help improve employee job satisfaction was developed.*

**Keywords:** Job Satisfaction, Factors, Herzberg two-factor Theory

---

**CITATION:** Banda, P. (2023). A framework of factors affecting employee job satisfaction in non-governmental organizations in Zambia. *The Strategic Journal of Business & Change Management*, 10 (3), 11 – 22.

---

## INTRODUCTION

In a world full of challenges and problems, it's widely acknowledged that governments alone cannot manage to reduce these problems, hence the need for extra players from other sectors of the economy such as Non-Governmental Organizations (Dessler, 2005). According to (Lewis & Kanji, 2009), NGOs have become an important player on the landscape of development, from the reconstruction efforts in Indonesia, Thailand, India and Sri Lanka after the 2004 tsunami disaster, to international campaigns for aid and trade reforms such as 'Make Poverty History'. In most developing nations today, NGOs perform an increasingly important role and have become a very important contributor to social and economic development delivering distinctive human services thereby filling the gaps left by governments (Njoroge, Nzulwa, & Kwena, 2016).

Although NGOs are non-profit institutions which mainly operate by support of donations from various sources, they too are organizations which have potential to either grow or die (Staples & Higgins, 1998). They are like many other organizations such as profit-making institutions which heavily depend on the performance of its employees and management to succeed (Bunchapattanasakda, Wiriyakosol, & Ya-anan, 2012). Lately, many institutions both the small and large enterprises are grappling with high staff turnover and employee retention issues and NGOs are no exception. As such employee job satisfaction is a great concern for many institutions across the globe (Khan S. A., 2000).

The topic of employee job satisfaction has been extensively researched especially in the developed countries. According to Cranny et al, 1992 as quoted in (Heng, 2009), it's estimated that in 1992, over 5,000 articles and dissertations were examined on

this topic and yet it continues to be a subject of interest for many researchers. Against this background, an assumption can be made that interest in this topic demonstrates the significance that employee job satisfaction has on the general operations of any organization. Although the concept of factors affecting employee job satisfaction has been studied over a great variety of sectors, very few studies have been done focusing on non-governmental organizations in Sub Saharan Africa. Literature review indicates that most studies undertaken on factors affecting employee job satisfaction have been done in developed countries, but it's difficult to assume that the same factors could affect job satisfaction in developing countries. There is serious lack of information on employee job satisfaction in developing countries like Zambia and more specifically in the NGO sector. No study has examined the factors affecting employee job satisfaction in NGO's in Zambia and it is therefore imperative that further empirical studies are conducted to identify the main factors affecting employee job satisfaction.

## LITERATURE REVIEW

### Job Satisfaction

Studies on job satisfaction are a topic of wide interest to both people who work in institutions and those people who study them. It has been closely related with many organizational phenomena such as commitment, motivation, morale, organizational performance, leadership, attitude, conflict etc. (Robbins S. P., 1993). Studies have attempted to identify the different aspects of job satisfaction, measure the relative importance of each component and examine what effects these components could have on employees' productivity.

However, although job satisfaction has been widely

conducted by behavioral scientists, there is still no general agreement regarding its definition. In fact, there is no final definition of what job satisfaction is. According to Aziri (2011), "before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered". Various authors have come up with different approaches towards the definition of job satisfaction; however, the central theme is similar across studies, which is that it is a positive feeling of one's job resulting from an evaluation of its characteristics. One of the most commonly cited definition of job satisfaction is one by Spector.

Spector (1997) defines job satisfaction as how people feel about their jobs and its different aspects. This is more like the extent to which people like (satisfied) or dislike (dissatisfied) their current jobs. Spector further defines job satisfaction as a global feeling employees have about their jobs and the attitudes that employees have towards the different facets or aspects of their jobs. It's important for an organization to look at the employee's feelings from the various facets of the job as this will surely give a good picture of what specific(s) aspect of the job an employee is satisfied or not satisfied with (Spector, 1997). These facets can help organizations to identify employee retention areas which could be improved upon. Further, it's said that employee's job satisfaction offers important clues concerning the health and performance of an organization and provides information on where improvements can be made to the organization (Armstrong, 2006).

### **Theoretical Review**

Over the years, several theories or models have emerged on employee job satisfaction. However, for the purposes of this study, Herzberg two-factor theory is used because it directly deals with the factors that lead to employees' job satisfaction and

dissatisfaction. Further, this theory is also one of the most popular and cited theories on employee job satisfaction (Ogonda, Orwa, Peter, & Jedida, 2015).

### **Herzberg Two-Factor Theory**

According to (Mullins, 2010) Herzberg's original study consisted of interviews with 203 accountants and engineers, who were chosen based on their growing importance in the business world and were selected from different industries in the Pittsburgh area of the United States of America. In his study, Herzberg, asked his subjects to relate times when they felt exceptionally good or exceptionally bad about their current jobs or any other previous jobs. In his findings, Herzberg noticed that responses to the interviews were generally consistent and indicated that there were two different sets of factors which were the primary cause of job satisfaction and dissatisfaction (Mullins, 2010). This is what led to the two-factor theory of motivation and job satisfaction.

According to Kreitner (2007) cited in (Ogonda, Orwa, Peter, & Jedida, 2015) Herzberg found that dissatisfaction generally tends to be associated with employee complaints about their job context or factors in the immediate work environment or work setting. This is also supported by (Mullins, 2010) who stated that Hygiene and motivating factors are one set of factors which, if absent, cause job dissatisfaction. It's held that these factors are related to the job context and are concerned with job environment and are extrinsic to the job itself. They serve to prevent dissatisfaction, and these include; achievement, for example successful execution of work, recognition for what has been achieved, and nature of work i.e. how interesting, meaningful and challenging the job is to the staff, promotional opportunities for growth and responsibility (Njoroge, Nzulwa, & Kwena, 2016).

### Conceptual Framework

A conceptual framework refers to when a researcher conceptualizes the relationship between independent variables in the study and shows the relationship graphically or diagrammatically (Mugenda & Mugenda, 2003). (Miles & Huberman, 1994) Indicate that a conceptual framework mainly tries to explain either graphically or in narrative

form the main things to be studied, such as the key factors, constructs or variables and the presumed relationship among them. A conceptual framework is very important for it assists the researcher to quickly perceive the relationship established. Below is the study's conceptual framework depicted in figure 1.

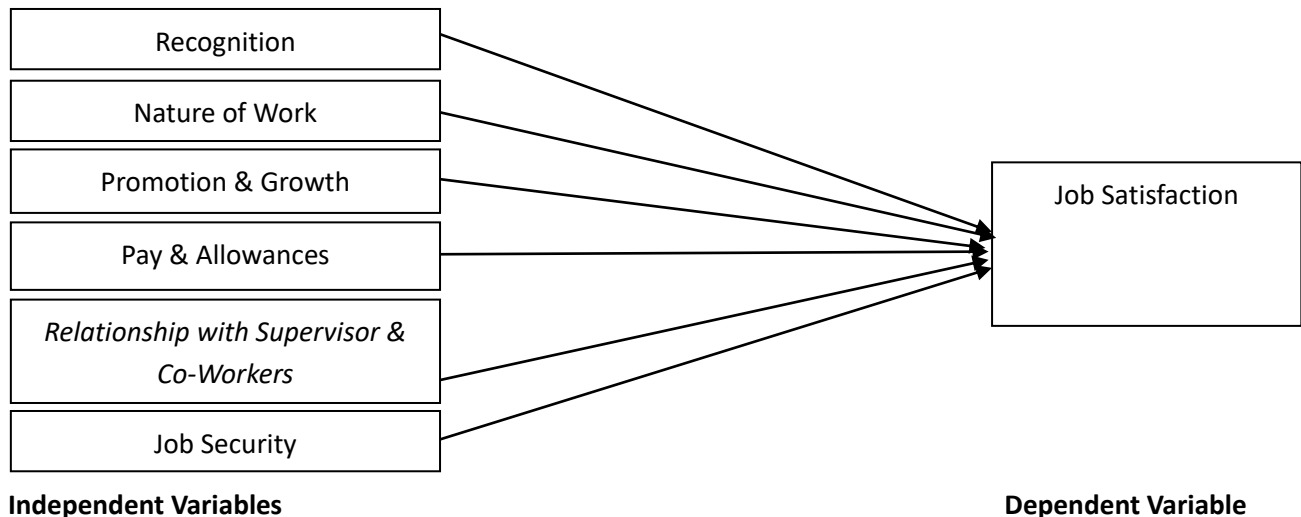


Figure 1: Conceptual Framework

#### Recognition

Research shows that both financial and nonfinancial rewards impact on the job satisfaction of employees. It's believed that employees are likely to be satisfied with their jobs and improve their performance with nonmonetary rewards such as employee recognition. According to (Tessema, Ready, & Embaye, 2013), Recognition is defined as the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual employee or team. Darling et al., 1997 & Nelson (2005) cited in (Tessema, Ready, & Embaye, 2013) shows that several studies demonstrate that nonfinancial reward such as recognition and other intrinsic rewards are sine qua non for job satisfaction.

#### Nature of Work

Lumley, Coetzee, & Tladinyane (2011) Cited Spector (1997) who defined the nature of work satisfaction as the employees' satisfaction with the type of work they do. Individuals prefer doing work which is mentally challenging in that it gives them an opportunity to use their skills and abilities and offers them a variety of tasks, freedom and feedback on how well they are performing. Thus, the formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behaviour all stimulate job satisfaction among employees and require communication. When there are fewer distortions, ambiguities and incongruities occurring within the organizations, then more employees will be satisfied with their work.



### ***Promotion and Growth***

Several studies indicate that there is a direct and positive association between promotion and employee job satisfaction, and it is a significant facet of a career for an employee (Malik, Danish, & Munir, 2012). Promotion occurs when an individual makes a shift in the upward direction in the organizational hierarchy and moves to a place of greater responsibility and power. This can also make a significant increase in the pay of such an employee as well as in the span of control and authority. According to Mishra (2013), studies indicate that after spending many years in the job, employees begin to give more importance to advancement than to issues of pay. Employee job satisfaction is more ebullient where there are many opportunities for career advancement. (Nalem, 2015) States that “employees are more satisfied with their current jobs if they see a path available to move up the ranks in the company and be given more responsibilities along with higher compensations”.

### ***Pay and Allowances***

Generally, employees are compensated for their times spend on the job and the amount of work produced. Pay is one of the most important factors in employee job satisfaction because it is associated with global satisfaction (Spector, 1997). Many people think that job satisfaction stems from a good salary and it is widely held that employees’ output must be proportional to their salary. Several studies conducted on job satisfaction found that pay has an influence on job the satisfaction of employees. Pay is said to be like the ‘glue’ that binds employees and their employers together and could serve several purposes like assisting in recruitment, job performance and job satisfaction (Muguongo, Muguna, & Muriithi, 2015).

### ***Relationship with Supervisor & Co-Workers***

Herzberg et al. (1959) cited in (Vann, 2017) indicated that supervision is a critical extrinsic factor of work and that positive observable supervisory behaviors, perceptions, and interactions can lead to exceptional feelings of employee job satisfaction. The role of supervision in employee job satisfaction is clear in terms of the ability of the supervisors to provide the emotional and technical support as well as guidance to their subordinates with work-related assignments (Dwumah, Gyasi-Boadu, & Ayamga, 2015). Meanwhile, the nature of the work group can also have an impact on employee job satisfaction because a friendly and co-operative working group could serve as a source of support, comfort, advice and assistance to the individual worker (Aziri, 2011). Mishra (2013) Indicates that staffs that are able to maintain a good working relationships with their co-workers are more likely to have higher levels of work satisfaction than those who do not.

### ***Job Security***

Job security is often measured using perceived risk of job loss of an employee and it is a significant determinant of job satisfaction (Jandaghi, Mokhles, & Bahrami, 2011). Job security is the feeling of an individual having a good job and assurance of its continuance in the future without any threats. Studies indicate that people who feel that they will continue in their jobs until the end of their service and would not be threatened by any factors; such person enjoys job security (Jandaghi, Mokhles, & Bahrami, 2011). Job security directly influences the job satisfaction of an employee which also affects the overall performance of an organization. Mallah, Keerio, & Shah (2015) indicate that the more an employee feels secured in their job, the more they would be satisfied as well.

## **METHODOLOGY**

This study adopted a descriptive survey design to conduct the research as it is considered the best method available to social scientists. According to (Orodho & Kombo, 2009), a descriptive survey design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Furthermore, (Orodho & Kombo, 2009) indicates that this method is used when collecting information about people's attitudes, opinions, habits or any of the variety of education or research social issues. Since the research was about investigating factors that affect employee job satisfaction, the target population consisted of the fixed term employees of the three NGOs which were studied. Participation in this research was based on voluntary basis, so people making up the actual population were all self-selecting who agreed to participate. Primary data was collected using a self-administered semi-structured questionnaire, which was divided into two sections; the first section consisted of questions focusing on personal data while the second section comprised questions focusing on the various factors which affect employee job satisfaction based on Herzberg two-factor theory. Both open and closed ended questions were used in the collection of primary data. The content validity of the instrument was determined by discussing the items in the instrument with the supervisor and other lecturers from the school. A five-point Likert scale, ranging from 1 'strongly disagree', 2 'disagree', 3 'Neither agree nor disagree', 4 'agree' to 5 'strongly agree' was used. Meanwhile, secondary data was obtained from reviewing records of similar studies relevant to the subject. Data collected using questionnaires was first thoroughly edited and checked for completeness and comprehensibility; it was further coded, before entering and cleaning the

data for processing the responses. The tabulated data was then analyzed by using the statistical package for social analysis (SPSS) software which facilitated the establishment of trends and relationships using both the descriptive and inferential statistics such as frequencies, mean and standard deviation.

## **RESULTS**

The relevance and usefulness of data presentation and analysis in research work cannot be over emphasized. The study sought to answer two research questions: What are the main factors affecting employee job satisfaction in NGO's based on Herzberg two-factor theory? And how can a framework be developed to address employee job satisfaction based on the factors identified in first research question.

### ***Response Rate***

The study used a census sampling involving a sample size of 55 fixed term employees of the three (3) selected NGOs selected who were accessible at the time of distributing the questionnaires. Out of the 55 questionnaires distributed, 51 questionnaires representing 92.7% were fully completed and returned while 4 questionnaires were not returned. This demonstrates that the response rate was very high. (Mugenda & Mugenda, 2003) Indicate that a response rate of 70% and over is excellent for analysis and reporting on the opinion of the entire population.

### ***Respondents Gender***

The gender distribution of the respondents was sought in order to establish if there were any gender parities in the sector. The results indicate that there was a good representation for both males and females in NGOs. However, the survey indicated that a slight majority of the workforce in the

industry is male. Responses indicate that 51% of the respondents were males while 49% were female.

### ***Age Group***

Employee's age has the potential to affect employee job satisfaction in an organization (Armstrong, 2006); therefore, it was important for this study to identify the age groups of employees in the sampled NGOs. Based on the survey, it was found that most employees in this sample (76.4%) was below the age of 45 years which demonstrates that the NGO sector has an energetic group of employees who are still very youthful and with great potential to serve for more years to come.

### ***Level of Education***

The study shows that majority of the respondents (51%) of the total sample had university first degree (undergraduates), this was followed by 11.8% who had post graduate qualification (Masters), and similarly, those with Diplomas were 11.8%. Further, 9.8% of the respondents had grade twelve school certificates, while 7.8% had a PhD which was equivalent to those who had professional certificate. Therefore, the findings indicate that most employees in the sector had attained tertiary education level and they were well aware and had the capacity to clearly develop an opinion on the factors affecting employee job satisfaction.

### ***Period of Working with the Present Employer***

It was important for this study to identify the employees' working duration with the current employer because employees who have worked for an organization for some good time, understand how things work in those organizations and are better qualified to provide relevant information

required. The results indicate that 55% of the total employees had worked with their respective organizations for more than 3 years. This shows that the respondents had enough knowledge and were well aware of the factors affecting employee job satisfaction.

### ***Employee Attribution for Leaving a Current Job***

The study further wanted to know what reasons respondents would cite if they ever consider leaving the current employer. This was very important for this research as the results obtained clearly demonstrated the key areas affecting employee job satisfaction. According to this study, it was found that; most of the respondents 41.2% indicated that, they would leave their current job because of lack of promotion and growth. This was further followed by 23.5% of the total respondents who indicated that they would leave the current job because of job insecurity. In addition, 11.8% of the total respondents said they would leave the current job for lack of recognition for the job done. Meanwhile 9.8% of the respondents cited issues of insufficient pay and allowances. Furthermore, 7.8% of the total respondents said they would leave their current job because of poor relationship with supervisor and co-workers. Finally, 5.9% of the total respondents said they would cite nature of work.

### ***Regression Analysis***

Regression analysis was conducted to determine the relationship between recognition, nature of work, promotion and growth, pay and allowances, relationship with supervisor and co-workers, job security and employee job satisfaction as presented in Table 1.



**Table 1: Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 <sup>a</sup>	.735	.017	.484

a. Predictors: (Constant), Recognition, Nature of work, Promotion and growth, Pay, Relationship with supervisor and co-workers, Job security

From the analysis above, the coefficient of determination (R<sup>2</sup>) equals 0.735 which means that; Recognition, Nature of work, Promotion and growth, Pay and Allowances, Relationship with supervisor and co-workers, Job security only explains 73.5% of the factors affecting employee job satisfaction. As indicated in the literature review, 26.5% amounts to other factors which affect employee job satisfaction.

study the strength of the relationships between independent variables (factors affecting employee job satisfaction) and the dependable variable (employee job satisfaction). The analysis was important to establish if there were any relationships between the independent variable. The results are shown in Table below:

**Correlation Analysis**

The research further applied Pearson correlation to

**Table 2: Pearson correlation**

Pearson correlation	Employee job satisfaction	Recognition	Nature of work	Promotion and growth	Pay	Relationship with supervisor and co-workers	Job security
Employee job satisfaction	1						
Recognition	0.062	1					
Nature of work	-0.089	0.479**	1				
Promotion and growth	0.138	-0.183	-0.101	1			
Pay	0.071	0.282*	0.240*	-0.049	1		
Relationship with supervisor and co-worker	-0.237	0.212	0.321*	0.098	0.458**	1	
Job security	0.116	0.373**	0.359**	-0.136	0.195	0.237*	1

\*\* Correlation is significant at the 0.01 level (2-tailed)

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

The findings show a weak negative correlation between nature of work and employee job satisfaction with a correlation coefficient of -0.089. Further, the results also show a negative correlation between relationship with supervisor and a co-worker and employee job satisfaction. This implies that based on this study, there is a negative relationship between supervisors and co-workers and the nature of work. However, level of employee job satisfaction is affected negatively.

Further, the findings also showed a positive correlation among recognition, promotion and growth, pay and job security with employee job satisfaction with correlations of 0.062, 0.138, 0.071 and 0.116 respectively. This implies that if recognition, pay, promotion and job security increases, employee job satisfaction will be affected positively thus improving the performance of the organizations.

#### ***Employees' Job Satisfaction Level***

The study further requested the respondents to express themselves in general terms, whether they considered themselves satisfied, dissatisfied or neutral with their jobs. Results show that 49% of the total respondents considered themselves satisfied, while 41.2% considered themselves neither satisfied nor dissatisfied (neutral). And a further, 9.8% of the total respondents considered themselves dissatisfied with their jobs.

#### **Discussion**

As observed in the literature review, several factors come together to determine the job satisfaction of employees. While some factors could be specific to an industry or occupation, there are overarching categories of factors that can universally affect employee job satisfaction. As this study was based on, Herzberg two-factor theory, the results

presented above is therefore summarized to answer the first research question and objective. And based on these findings; a recommendation is then drawn to develop a framework of factors that can help to improve employee job satisfaction as per second research objective.

In the first instance, results show that promotion and growth was the most critical factor affecting employee job satisfaction in NGOs in Zambia. The findings show that most employees in this sector are not satisfied with the promotion and growth prospects in their organizations. This finding goes in line with the literature review that employee job satisfaction is more ebullient where there are many opportunities for career advancement. (Nalem, 2015) States that "employees are more satisfied with their current jobs if they see a path available to move up the ranks in the company and be given more responsibilities along with higher compensations". Further, job security was identified as the second most key factor affecting employee job satisfaction in Non-governmental Organizations in Zambia. Although results demonstrate that NGOs provide safe working environments for their employees and staffs are generally satisfied with the locations of their offices, many respondents remain in doubt about the security of their jobs. Further, when respondents were asked to indicate what job factor, they would cite for leaving their current employer, it was noted that job security was second highest factor attributed to at 23.5% of the total respondents. The results also demonstrated a positive correlation coefficient between job security and employee job satisfaction with a value of 0.116.

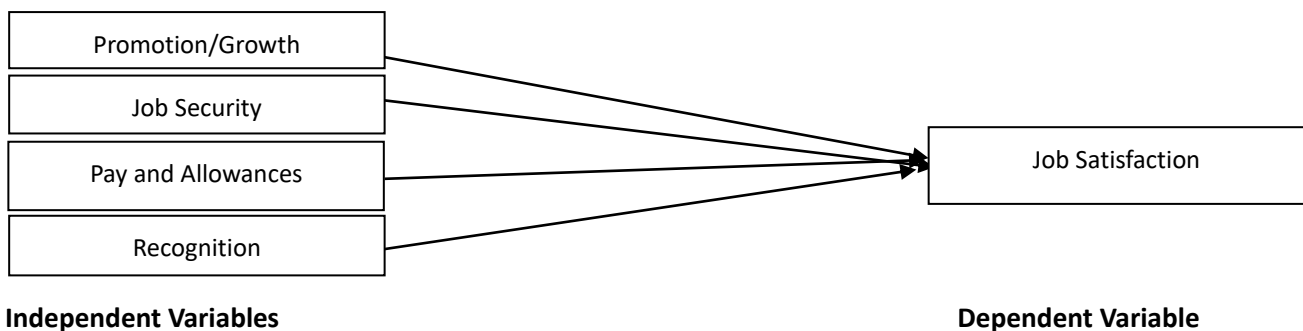
In addition, the results demonstrate that Recognition is another main factor affecting employee job satisfaction in NGOs. The study found that most employees in non-governmental

organizations disagreed that right amount of recognition is given for work accomplished. Lack of giving the right amount of recognition in a working place can affect employee job satisfaction in general as observed in (Ogonda, Orwa, Peter, & Jedida, 2015). The findings of the report further demonstrate that regular recognition of employee's achievements is one of the easiest ways to keep employees satisfied and productive in the workplace. Furthermore, the study found that pay and allowance was also one of the main factors affecting employee job satisfaction in non-governmental organizations in Zambia. It was found that most of the respondents strongly disagreed with the statement that they feel satisfied with their annual increment provided. It was also noted that pay was the fourth highest factor employees cited as what would make them leave their current employer at 9.8%.

Lastly, the study found that nature of work and the relationship with supervisors and co-workers were

the least factors affecting employee job satisfaction. Even when respondents were asked to indicate what job factor, they would attribute their decision of leaving their current employer, it was noted that nature of work and relationship with supervisor and co-workers were the lowest with 5.9% and 7.8% respectively. Therefore, In line with the first research objective which sought to identify the main factors affecting employee job satisfaction in the non-governmental organizations in Zambia based on Herzberg's two factor theory; the study found that promotion/growth, job security, pay/allowances and recognition were the main factors affecting employee job satisfaction in the order of greater extent.

These findings are therefore used to develop and recommend a framework of factors that can help to improve employee job satisfaction in non-governmental organizations in Zambia in line with the second research objective as indicated below:



**Figure 2: Recommended Framework**

**CONCLUSION**

Based on the first research objective which endeavored to identify the main factors affecting employee job satisfaction in Non-governmental Organizations in Zambia, the study concluded that promotion/growth, job security, pay/allowances and recognition were the main factors affecting

employee job satisfaction in Zambia's NGOs among the six job facets of Herzberg two factor theory. The study also established that there was a positive relationship between these factors and employee job satisfaction.

**Implications of the Results**

The results of this research have serious

implications from both theoretical and empirical perspectives. In the theoretical perspective, the research extends our understanding about the main factors affecting employee job satisfaction in the NGOs sector in Zambia, especially that there has been no empirical study conducted on this topic in Zambia. This would therefore stimulate research interest of academicians or scholars in the field of Human Resource Management. Furthermore, from the practical perspectives the study provides important information to know-how to deal with employee job satisfaction in the NGOs sector in the country.

#### **Study Limitations**

Like every other research, there are limitations to this study which may have affected the results and could not be effectively controlled by the researchers. The scope of the study was limited by time and financial considerations. It could have been more desirable to cover as many NGOs as possible and as many geographical areas as possible in the country. This however was not possible given time and financial constraints. Therefore, considering that the study was limited to employees

from only three NGOs in Zambia, caution must be exercised when generalizing the results to other NGOs in the country.

#### **Suggested areas for Future Research**

This research has provided a small fraction of empirical evidence on the main factors affecting employee job satisfaction in the non-governmental organizations in Zambia. Therefore, future research should consider conducting similar studies across all other non-profit organizations in Zambia to establish factors affecting employee satisfaction, further similar studies should be conducting across all other non-profit organizations in the Southern Africa region to establish factors affecting employee job satisfaction.

#### **Acknowledgments**

The authors wish to acknowledge the valuable support of management and staff of the NGOs that made up the population of this study for their cooperation and participation. These institutions made this research project successful.

## **REFERENCES**

- Aziri, B. (2011). Job Satisfaction: A literature review. *Management Research and Practice*, 77-86.
- Armstrong. (2006). *Handbook of Human Resource Management Practice*. London: Kogan Page Limited.
- Bunchapattanasakda, C., Wiriyakosol, S., & Ya-anan, M. (2012). Leadership Roles on Employee Retaining Practice in Nongovernment Organizations (NGOs): The Case of Thailand. *International Journal of Business and Social Science*, Vol. 3 No. 8.
- Dessler, G. (2005). *Human Resource Management*. New Jersey: Pearson Prentice Hall.
- Dwumah, P., Gyasi-Boadu, N., & Ayamga, L. A. (2015). Pay and Supervision as Correlates of Job Satisfaction among Junior Workers in a Ghanaian University. *Journal of Social Sciences and Humanities*, 540-544.
- Heng, T. N. (2009). Case Study of Factors Influencing Jobs Satisfaction in Two Malaysian Universities. *International Business Research*.
- Jandaghi, G., Mokhles, A., & Bahrami, H. (2011). The impact of job security on employees' commitment and job satisfaction in Qom municipalities. *African Journal of Business Management*, 6853-6858.

- Khan, S. A. (2000). *Reward and Compensation Strategy: Issues and Challenges*. Management & Change.
- Lewis, D., & Kanji, N. (2009). *Non-governmental organizations and development*. New York: Routledge.
- Mallah, M., Keerio, M., & Shah, P. D. (2015). Role of Organizational Justice and Job Security on Employee's Job Satisfaction: Study of IBA Community Colleges. *International Journal of Management Sciences and Business Research*.
- Mullins, L. J. (2010). *Management & Organisational Behaviour*. Essex: Pearson Education Limited.
- Mugenda & Mugenda. (2003). *Research Methods, Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Muguongo, M. M., Muguna, A. T., & Muriithi, D. K. (2015). Effects of Compensation on Job Satisfaction among Secondary School Teachers in Maara Sub - County of Tharaka Nithi County, Kenya. *Journal of Human Resource Management*, 47-59.
- Miles, M., & Huberman, A. (1994). *Qualitative data analysis: An expanded sourcebook*. London: Sage Publications.
- Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The Impact of Pay and Promotion on Job Satisfaction: Evidence from Higher Education Institutes of Pakistan. *American Journal of Economics*.
- Mishra, D. P. (2013). Job Satisfaction. *Journal of Humanities and Social Science*, 45-54.
- Nalem, L. J. (2015). Factors influencing job satisfaction on employee out-put. The case of Tole tea estate and Buea council.
- Njoroge, S. N., Nzulwa, D. J., & Kwena, R. (2016). Determinants of Employee Turnover in Non-Governmental Organizations in Kenya; Case of Johns Hopkins. *The Strategic Journal of Business & Change Management*, 197 - 217.
- Orodho, & Kombo. (2009). *Techniques of Writing Research Proposals and Reports*. Masola publishers: Nairobi.
- Ogonda, F. O., Orwa, B. H., Peter, W. P., & Jedida, M. V. (2015). An Analysis of Work Motivation and Teacher Job Satisfaction in Public Secondary Schools in Rarieda Sub-County, Kenya. *Journal of Investment and Management*, 377-390.
- Robbins, S. P. (1993). *Organizational Behaviour: Concepts, Controversies, and Applications*. New Jersey: Prentice Hall.
- Staples & Higgins. (1998). A Study of the Impact of Factor Weightings on Job Satisfaction Measures. *Journal of Business and Psychology*, 211-232.
- Spector, P. E. (1997). *Job Satisfaction: application, assessment, causes and consequences*. California: Sage Publications Inc.
- Tessema, M. T., Ready, K. J., & Embaye, A. B. (2013). The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence. *Journal of Business and Economics*, 1-12.
- Vann, J. C. (2017). Relationships between Job Satisfaction, Supervisor Support, and Profitability among Quick Service Industry Employees. *Walden Dissertations and Doctoral Studies Collection at Scholar Works*.