
Factors Affecting Job Satisfaction in Public Sector in Kenya: A Case Study of Post Bank, Nairobi Head Office, Kenya

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Abstract: The purpose of the study was to determine the factors affecting job satisfaction in public sector in Kenya at Post Bank Kenya. The study specific objectives included to examine the influence of remuneration, reward system, leadership styles and employee involvement on job satisfaction at Post Bank Kenya. The research employed descriptive survey design to allow for a thorough examination of the research problem. The target population included 234 employees attached to Post bank Kenya, Nairobi head office. The study adopted 40% of the target population as the sample size giving sample size of 94. Stratified random sampling technique was used to select employees. Primary data was collected through questionnaires administered by the researcher through online survey where google forms designed questionnaires was shared with respondents in form of a link in their personal emails. The collected data was analysed using Microsoft Office Excel. The data was analysed using quantitative methods such frequency distribution tables. Data was presented in the form of Pie charts and bar graphs. First, the study established that remuneration had a major influence on job satisfaction at Post Bank Kenya as supported by 78% of the despondences. Secondly, reward system had a major influence on job satisfaction at Post Bank Kenya as evidenced by 76% of the respondents. Thirdly, leadership styles had a major influence on job satisfaction at Post Bank Kenya as evidenced by 83% of the respondents. Finally, involvement of employees had a major influence on job satisfaction at Post Bank Kenya as supported by 92% of the respondents. The study suggests to top management of Post bank Kenya to improve on remuneration, reward system and adopt transformational and democratic leadership and improve on the level of involvement of employees in terms of empowering, involvement in decision making and allowing employees to set objectives.

Keywords: Job satisfaction, Rewards system, Remuneration, Leadership styles, Employee Involvement

1. Introduction

Employee satisfaction has been a key area of research among industrial and organizational psychologists, employers and researchers (Judge, Zhang & Glerum, 2020). Job satisfaction is an attitude towards work-related conditions, various aspects of a job such as higher levels of organizational commitment can lead to overall success and development (Amin, 2021). Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Job satisfaction defines how content an employee is with their job. Globally, the issue of job satisfaction and factors contributing have been evaluated at the global stage. In India, Bhardwaj, Mishra and Jain (2020) observed employee satisfaction in various commercial banks and examine how various variable factors affect employee satisfaction. The review noted that a positive connection among job satisfaction and the reward, remuneration, job security, promotion opportunities and good relations with employees. In Iraq, Ali and Anwar (2021) on the level of employee satisfaction and work motivation noted that work motivation was critical in explaining job satisfaction in firms. In Indonesia, Norawati, Arman and Zakaria (2022) evaluated the contribution of leadership style, remuneration and training on Job satisfaction noting that leadership style, compensation, and

training had major impact on job satisfaction. In Romania, Hajiali (2022) on the impact of work motivation, leadership style, and competence on job satisfaction noting that work motivation has a negative and impact on job satisfaction. Employee motivation in existence, connectedness, and growth is still low, but it is necessary to improve employee job satisfaction. Regionally in Africa, the factors influencing job satisfaction among employees has taken centre stage. Indeed, job satisfaction has been a concern to researchers and Practitioners. In Uganda, Mwesiigwa, Tusiime and Ssekiziyivu (2020) evaluated the relationship between leadership styles and organizational commitment as mediated by Job Satisfaction. The review noted organizational commitment among depends on the leadership styles employed and job satisfaction. In Ethiopia, Deriba et al. (2017) evaluated factors affecting job satisfaction among employees in health sector noting that satisfaction was explained by compensation, recognition by management, opportunity for development. In South Africa, Farrington and Lillah (2018) observed the relationship between servant leadership and job satisfaction within private healthcare practices. It was observed that positive relationship existed between developing others and job satisfaction. Further, acts of humility and servanthood by practitioners were not found to influence job satisfaction. Locally in Kenya, in a study based in institutions of higher learning in Kenya, Kiplangat (2017) evaluated job satisfaction as explained by leadership styles noting that benevolent authoritarian leadership style was dominantly used. In a study in Amboseli, Leyian (2016) evaluate factors affecting employees' job satisfaction among the employees in the Amboseli-Tsavo Game Scouts Association. The review noted that level of satisfaction was explained by the remuneration package, the working physical environment and comfort with their responsibilities in the organization. Among primary schools, Nyagaya (2015) evaluated factors influencing teachers' level of job satisfaction noting that teachers were not satisfied with their job due to heavy workload and salary. Among Hospitals in Kiambu County, Wamunyu (2016) evaluated the factors influencing health workers' job satisfaction in public in Kiambu County noting positive relationship between remuneration, personal advancement and job satisfaction.

There are various factors affecting job satisfaction in the workplace. This study focused four main factors affecting job satisfaction including remuneration, reward system, leadership styles and employee involvement. Remuneration includes all payments, benefits or allowances which are required to be included in the income of the employee from employment. It is a reward for employment in the form of pay, salary, or wage, including allowances, benefits, bonuses, cash incentives, and monetary value of the noncash incentives (Yasin et al., 2020). Reward refers to all of the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform (Farrington & Lillah, 2019). Leadership is defined as the art of influencing others to achieve their maximum potential to accomplish any task, objective, or project. Over the years, different leadership styles have evolved, such as: Transformational, Transformational and Laissez-faire among others (Anastasiou & Garametsi, 2021). Transformational leadership is characterised by charismatic influence, effective communication, valorisation of relationships, and individualised consideration. Leaders know how to convey sense of loyalty through shared goals, and this results in increased productivity, improved morale and employees' job satisfaction (Mirela, 2016). Transactional leadership is characterised by processes of recognition, reward or punishment, corrective actions by the leader based on how the employees perform the tasks assigned to them. Staff generally work independently, there is no cooperation between employees who show a commitment to the organisation in the short term.

Employee involvement It is a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives (Dhir, Dutta & Ghosh, 2020). Employee involvement is also defined as a process of employee participation designed to provide employee with the opportunity to influence and where appropriate, take part in decision making on matters which affect them (Dias, Leite, Ramires & Bicho, 2017). Involvement involves the exchange of views between employers and employees so that responsibility for decision making is shared between employees as all cadres of the organizational structure (Martono, Khoiruddin & Wulansari, 2018). Job satisfaction has been defined as a positive emotional state resulting from the pleasure a worker derives from the job (Bhardwaj, Mishra & Jain, 2021). Job satisfaction describes how content an individual is with his or her job. Job satisfaction refers to an individual's general attitude toward the job (Saputra & Mahaputra, 2022). According to Nordin, Mustafa, and Razzaq (2020), job satisfaction refers to an individual's affective reactions or feelings towards his work. Dhir, Dutta and Ghosh (2020) further define job satisfaction as a pleasurable or positive emotional reaction to a person's job experiences. Armstrong and Taylor (2023), described job satisfaction is the attitudes and feelings people have about their work. Positive and favourable attitudes, towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction. An individual is said to be satisfied with his or her job if he or she likes more aspects of the work than he or she dislikes others.

Employees with higher job satisfaction believe that the organization will satisfy in the long run, care about the quality of their work, are more committed to the organization, have higher retention rates and are more productive (Armstrong & Brown, 2019). Rendering effective services largely depends on the human resource, and job satisfaction experienced by employees will affect the quality of services they provide. All organizations are concerned with what should be done to achieve sustained high level of performance through people. This means giving close attention to how individuals can best be motivated through means as incentives, rewards, leadership and importantly the work they do and the organizational context within which they carry out that work (Mwita, 2019). The greatest challenge organizations are facing today is that of attracting and retaining productive employees. The competitive environment in which organizations are operating have compelled them to place great emphasis on ways of motivating their human resources with the sole objective of attaining high performance outcomes

(Bhardwaj et al. 2021). In so doing, job satisfaction has become one of the key issues being addressed by both profit and non-profit making organizations. Post bank Kenya has been facing stiff competition from established banks. The bank has therefore found operational environment challenging. The bank has to find ways of ensuring they retain highly qualified employees through ensuring job satisfaction. Even though there exist a battery of studies on factors affecting job satisfaction, there exist a number of knowledge gaps for further studies. First, majority of studies have been carried out outside Kenyan context hence may not be readily applicable to guide decision making locally. Secondly, studies done locally in Kenya have tended to be based on other institutions like commercial banks, public hospitals, schools with scanty studies at Post bank Kenya. Finally, scope of studies already done have tended not to cover all variables of interest in the current study. The current study thus sought to bridge gap in literature by seeking to establish the factors affecting job satisfaction in Post Bank Kenya. The study sought to determine the factors affecting job satisfaction in public sector in Kenya at Post Bank Kenya.

2. Methodology

This research employed descriptive survey design to allow for a thorough examination of the research problem. The design enabled the researcher to collect and analyse primary data on factors influencing job satisfaction at Post bank Kenya. The study's target population included 234 employees attached to Post bank Kenya, Nairobi head office. Sample size is the number elements in the target population picked to represent the population in a study. Sekaran (2013) argues that a sample size greater than 30% and less than 50% is considered adequate for a study whose population size is not known beforehand. The study thus adopted 40% of the target population generating a sample size of 94. The study adopted stratified random sampling technique to select employees from different departments of Post bank Kenya. Stratified sampling involved grouping the target population into subgroups depending on the level of management of the employees including senior managers, middle managers and support staff. The selection of employees from each level of management to participate in the study was based on simple random sampling. The study relied on primary data collected through questionnaires issued to employees of Post Bank Kenya from different departments. The questionnaires were structured in nature. The questionnaire was adopted given that it enabled researcher to collect data from the large group of respondents quickly within a small budget. The questionnaires were in the form of google form such that respondents were able to fill and the responses relayed back immediately. The questionnaires had various parts with part A collecting demographic information and the other parts collecting variable specific information. In this study a total of 9 respondents were used for the pilot study carried out at Post bank Kenya. Randomly selected staff were picked and questionnaires administered to them. The pilot data was analysed and results used to modify and improve the questionnaire before rolling out the instrument to the entire sample population. The respondents used in the pilot study were omitted in the final study. The researcher will use content experts and seek the assistance of the supervisors. The instruments of data collection were piloted to verify validity. The researcher checked whether they produce results that have not been interfered with by an extraneous variable. Further, validity was ensured by getting the opinion of the supervisor who will assist in establishing the validity of various question items in the questionnaire. The questionnaires were then updated based on the information given by the supervisor regarding validity of the questionnaires. This study employed the Cronbach alpha coefficient which is the most widely used and recommended test of reliability. Using the Cronbach alpha coefficient, reliability ranges from 0 to 1 with higher values indicating greater reliability. The reliability threshold is alpha coefficient 0.7 for each study construct. The filled questionnaires were checked for completeness and then analysed using Microsoft Office Excel. The data was analysed using quantitative methods such frequency distribution tables. Data was presented in the form of Pie charts and bar graphs.

3. Results

3.1 Introduction

The researcher had issues 94 questionnaires of which 84 were returned after being duly filled. This gives a response rate of 89% with the remaining 11% failing to return. Given that majority of the questionnaires were filled and returned, the data collected was adequate for analysis. The demographic information included the gender, education and experience of the respondents. Analysis of demographic information was critical to establish the distribution of the respondents in terms of demographic attributes. The study reveals that 49(58%) males and 35(42%) females participated in the study from Post Bank Kenya. The finding implies that males were the majority of staff working at Post Bank Kenya. However, the two third gender rule as prescribed in the constitution was observed. The findings showed that 33(39%) of the respondents had diploma education, 29(35%) had certificate qualification, 18(21%) had bachelor's degree qualification and finally, 4(5%) had post graduate degree qualification. The finding showed that majority were professionally qualified for the jobs they were employed to do. The findings showed the distribution of respondents in terms of experience at Post Bank Kenya. The level of experience was categorized into five including below one year, 1- 2 years, 3-4 years, 5-6 years and above 6 years. The finding showed that

those who had worked at the firm for between 3-4 years were the majority at 30(36%). Followed by those who had worked between 5-6 years at 24(29%), then those who had worked between 1-2 years at 16(19%). Those who had worked for above 6 years were 8(10%) and finally those had worked for less than one year were 6 (7%). The findings showed that majority of the respondents had worked at the firm for 3 years and above hence they had gained enough experience required to perform their duties at Post Bank Kenya.

3.2 Factors Affecting Job Satisfaction

The study examined four factors affecting job satisfaction at Post Bank Kenya. The factors considered included remuneration, reward system, leadership styles and involvement of employees. The study examined whether each factors influenced job satisfaction and the extent to which each factor influenced job satisfaction at Post Bank Kenya.

3.2.1 Remuneration

The study examined whether remuneration influences job satisfaction at Post bank Kenya. The findings analysed in table 1 and presented in figure 4.5 showed that majority of the respondents (92%) were of the opinion that remuneration influences job satisfaction at Post Bank Kenya. The study thus concluded that remuneration was important in explaining job satisfaction level at Post Bank Kenya.

Table 1: Influence of Remuneration on Job Satisfaction

| Category | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 77 | 92 |
| No | 7 | 8 |
| Total | 84 | 100 |

The study examined whether remuneration influences job satisfaction at Post bank Kenya. The findings analysed in table 2 showed that majority of the respondents (92%) were of the opinion that remuneration influences job satisfaction at Post Bank Kenya. The study thus concluded that remuneration was important in explaining job satisfaction level at Post Bank Kenya. The study then evaluated the extent to which remuneration was resulting to job satisfaction at Post bank Kenya.

Table 2: Extent of influence of Remuneration on Job Satisfaction

| Category | Frequency | Percentages |
|-------------------|-----------|-------------|
| No effect | 7 | 8 |
| Small extent | 1 | 1 |
| Moderate extent | 10 | 12 |
| Great extent | 32 | 38 |
| Very Great Extent | 34 | 40 |
| Total | 84 | 100 |

The findings regarding extent of influence of remuneration on job satisfaction was analysed in Table 2. The finding revealed that 34(40%) noted very great extent, 32(38%) noted great extent, 10(12%) noted moderate extent, 7(8%) noted no effect and 1(1%) noted small extent. Therefore, majority of the respondents were of the opinion that remuneration had a major influence on job satisfaction at Post Bank Kenya. The finding implies that improving remuneration level would translate to enhanced job satisfaction at Post Bank Kenya. Further, the finding mean that poor remuneration results to low job satisfaction of employees at Post Bank Kenya.

3.2.2 Rewards System

The study first examined whether the rewards system in place influenced job satisfaction at Post Bank Kenya. The study examined whether reward system influences job satisfaction at Post bank Kenya. The findings analysed in Table 3 showed that majority of the respondents (98%) were of the opinion that rewards system influences job satisfaction at Post Bank Kenya. The study thus concluded that rewards system was important in explaining job satisfaction level at Post Bank Kenya such that increasing rewards components such as promotion, recognition, training resulted to increased job satisfaction at Post bank Kenya.

Table 3: Influence of Rewards System on Job Satisfaction

| Category | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 82 | 98 |
| No | 2 | 2 |
| Total | 84 | 100 |

The study then evaluated the extent to which reward system was resulting to job satisfaction at Post bank Kenya. The responses were analysed in Table 4. The findings regarding extent of influence of reward system on job revealed that 39(46%) noted very great extent, 37(44%) noted great extent, 6(7%) noted moderate extent, 2(2%) noted no effect. Therefore, majority of the respondents were of the opinion that reward system had a major influence on job satisfaction at Post Bank Kenya. The finding implies that improving reward system would translate to enhanced job satisfaction at Post Bank Kenya. Further, the finding mean that poor rewards system results to low job satisfaction of employees at Post Bank Kenya. The finding has implication for rewards decisions in the areas of promotion, training, recognition, paid holiday trips among others.

Table 4: Extent of Influence of Reward System on Job Satisfaction

| Category | Frequency | Percentage |
|-------------------|-----------|------------|
| No effect | 2 | 2 |
| moderate extent | 6 | 7 |
| great extent | 39 | 46 |
| Very Great Extent | 37 | 44 |
| Total | 84 | 100 |

3.2.3 Leadership Styles

The study first examined whether the leadership styles in place influenced job satisfaction at Post Bank Kenya. The finding is presented table 5. The findings showed that majority of the respondents (89%) were of the opinion that leadership styles influence job satisfaction at Post Bank Kenya. The study thus concluded that leadership styles were important in explaining job satisfaction level at Post Bank Kenya. Adoption of leadership styles such as democratic leadership, transformational leadership were associated with improved job satisfaction at Post bank Kenya given that thy allowed employees to be creative and be involved in decision making. However, autocratic was associated with reducing job satisfaction at Post Bank Kenya given that they saw employees as tools to be used in achieving objectives and not people who have needs such as being involved in decision making.

Table 5: Influence of Leadership Styles on Job Satisfaction

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 75 | 89 |
| No | 9 | 11 |
| Total | 84 | 100 |

The study then evaluated the extent to which leadership styles were resulting to job satisfaction at Post bank Kenya. The responses are analysed in Table 6. The findings regarding extent of influence of leadership styles on job satisfaction was analysed in table 4.10 and presented in figure 4.10. The finding revealed that 40(48%) noted very great extent, 29(35%) noted great extent, 9(11%) noted no effect and 6(7%) moderate extent. Therefore, majority of the respondents were of the opinion that leadership styles had a major influence on job satisfaction at Post Bank Kenya. The finding implies that adopting leadership styles such as transformational and democratic leadership enhanced job satisfaction at Post Bank Kenya. Transformational leadership encouraged training and development of staff while democratic leadership encouraged involvement of employees in decision making hence improving employee job satisfaction.

Table 6: Extent of Influence of Leadership Styles on Job Satisfaction

| Category | Frequency | Percentage |
|-------------------|-----------|------------|
| No effect | 9 | 11 |
| Moderate extent | 6 | 7 |
| Great extent | 29 | 35 |
| Very Great Extent | 40 | 48 |
| Total | 84 | 100 |

3.2.4 Involvement of Employees

The study first examined whether involvement of employees influenced job satisfaction at Post Bank Kenya. The finding is presented table 7. The study examined whether involvement of employees influences job satisfaction at Post bank Kenya. The findings showed that majority of the respondents (94%) were of the opinion that involvement of employees influences job satisfaction at Post Bank Kenya. The study thus concluded that involvement of employees was important in explaining job satisfaction level at Post Bank Kenya. Improved involvement of employees in the form of job enrichment and engagement resulted to enhanced job satisfaction of employees. However, low involvement of employees in decision making resulted to low level of job satisfaction of employees at Post Bank Kenya.

Table 7: Influence of Involvement of Employees on Job Satisfaction

| Category | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 79 | 94 |
| No | 5 | 6 |
| Total | 84 | 100 |

The study then evaluated the extent to which involvement of employees was resulting to job satisfaction at Post bank Kenya. The responses are analysed in table 8. The findings regarding extent of influence of involvement of employees on job satisfaction revealed that 44(52%) noted very great extent, 34(40%) noted great extent, 5(6%) noted no effect and 1(1%) noted moderate extent. Therefore, majority of the respondents were of the opinion involvement of employees had a major influence on job satisfaction at Post Bank Kenya. The finding implies that improving on the level of involvement of employees in the form of job enrichment and engagement resulted to enhanced job satisfaction of employees.

Table 4. 1: Extent of influence of involvement of employees on job satisfaction

| Category | Frequency | Percentage |
|-------------------|-----------|------------|
| No effect | 5 | 6 |
| Moderate extent | 1 | 1 |
| Great extent | 34 | 40 |
| Very Great Extent | 44 | 52 |
| Total | 84 | 100 |

5. Conclusions

Given that majority of the respondents were of the opinion that remuneration had a major influence on job satisfaction at Post Bank Kenya, the study therefore concludes that improving remuneration level would translate to enhanced job satisfaction at Post Bank Kenya. Further, the finding mean that poor remuneration results to low job satisfaction of employees at Post Bank Kenya. Based on the finding that majority of the respondents were of the opinion that reward system had a major influence on job satisfaction at Post Bank Kenya, the study concludes that improving reward system would translate to enhanced job satisfaction at Post Bank Kenya. Further, the finding mean that poor rewards system results to low job satisfaction of employees at Post Bank Kenya. The finding has implication for rewards decisions in the areas of promotion, training, recognition, paid holiday trips among others. The study established that majority of the respondents were of the opinion that leadership styles had a major influence on job satisfaction at Post Bank Kenya. The study therefore concluded that the adopting leadership styles such as transformational and democratic leadership enhanced job satisfaction at Post Bank Kenya. Transformational leadership encouraged training and development of staff while democratic leadership encouraged involvement of employees in decision making hence improving employee job satisfaction. Autocratic leadership was associated with non-involvement of employees in decision making hence low job satisfaction. Given that the majority of the respondents were of the opinion involvement of employees had a major influence on job satisfaction at Post Bank Kenya, the research concluded that improving on the level of involvement of employees in the form of job enrichment and engagement resulted to enhanced job satisfaction of employees. The study makes various recommendations, first, the study suggest to top management of Post bank Kenya to improve on remuneration. The enhancement of remuneration in terms of increasing basic salaries, timely salaries payment, periodic salary review efforts, giving bonuses above normal salary for targets met, giving adequate allowances above my basic pay and paying fair salaries should result to improved job satisfaction of employees at Post Bank Kenya. Secondly, the study recommends to top management of post bank to continue improving reward system in

place to enhanced job satisfaction. Improving reward system in terms of recognising employees who perform exemplarily, offering promotion opportunities to all employees, paid holiday trips, providing staff training and development opportunities and rewarding employees who meet set targets should result to improved job satisfaction of staff at Post Bank Kenya. Thirdly, the study suggests to top management of Post Bank adopt leadership styles that enhances job satisfaction such as a transformational and democratic leadership. Transformational leadership encouraged training and development of staff while democratic leadership encouraged involvement of employees in decision making hence improving employee job satisfaction. Further, autocratic leadership should be avoided as it is associated with non-involvement of employees in decision making hence low job satisfaction. Finally, the study recommends to top management of Post Bank Kenya to improve on the level of involvement of employees in the form of job enrichment and engagement resulted to enhanced job satisfaction of employees. The management should empower employees by giving necessary tools and resources, involve employees in decision making, allow employees to set objectives to be met and provides jobs that challenge employees for personal growth.

Conflicts of Interest

“The authors declare no conflicts of interest.”

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