

**EFFECTS OF EMPLOYEE VOICE AND CHARACTERISTICS ON JOB  
SATISFACTION OF SECURITY GUARDS IN WESTERN KENYA**

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## **DEDICATION**

I dedicate this work to my husband Gerald Ochieng and my sons Charles, Williams, Henry and Eriko for their support throughout the programme.

## ABSTRACT

Globally, managers are concerned about job satisfaction which is affected by employee voice and characteristics. Employee voice are mechanisms allowing employee participation in work-related matters. Poor performance in private security firms may be attributed to job satisfaction. Kenya National Bureau of Statistics in 2012 reported Western Kenya increased crime incidences from 16,164 to 17,381. Studies attribute poor security firms' performance to lack of regulation; and ignore employee voice, characteristics and job satisfaction. Extent of employee voice; and link between voice, characteristics and job satisfaction have not been investigated. Some studies reveal both positive and negative relationship between voice and job satisfaction suggesting existence of moderation, such as employee characteristics. No study has focused on the role of employee characteristics as a possible moderator. The main study purpose was to examine effects of employee voice and characteristics on job satisfaction of security guards in Western Kenya. Specific objectives were to: establish extent of employee voice; determine effect of employee voice on job satisfaction; analyze relationship between employee characteristics and job satisfaction; and ascertain effect of job characteristics on the relationship between voice and job satisfaction. Herzberg's two-factor theory guided the study in a cross-sectional correlational survey design. Out of a population of 12,359 guards in 40 security firms, a sample of 385 was drawn. A total of 385 questionnaires were returned out of 400 issued. Ten guards from Bedrock Security piloted the pre-validated questionnaire and found it reliable at  $\alpha=.968$ . Study results were: voice ( $M=.377$ ,  $SD=.927$ ) existed at a low extent; voice constructs namely joint consultation ( $B=.375$ ,  $p=.000$ ), suggestion schemes ( $B=.068$ ,  $p=.024$ ) ( $R^2=.258$ ,  $p=.000$ ) positively significantly predicted job satisfaction; employee characteristics namely pay ( $B=.260$ ,  $\Delta R^2=.018$ ,  $p=.000$ ), education ( $B=.121$ ,  $\Delta R^2=.018$ ,  $p=.007$ ), experience ( $B=.272$ ,  $\Delta R^2=.012$ ,  $p=.000$ ), expectations ( $B=.115$ ,  $\Delta R^2=.076$ ,  $p=.012$ ) ( $R^2=0.229$ ,  $p=.000$ ) positively significantly moderated voice-job satisfaction relationship. Results implied: voice indicated by joint consultation, suggestions schemes, attitude surveys) were seldom used; less voice led to low job satisfaction; the voice-job satisfaction relationship was moderated by pay, education, experience and expectations. Concluded that: voice was rarely used; low voice affected job satisfaction; and characteristics namely pay, education, experience, expectations, moderated voice-job satisfaction relationship. Recommended that: voice be enhanced, in order to influence satisfaction; and select characteristics be emphasized as they moderate voice-job satisfaction relationship. The study's significance was in informing private security management, human resource practitioners and academicians on the voice-job satisfaction relationship. Other moderators to voice-job satisfaction relationship can investigated.

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## **ABBREVIATIONS AND DEFINITION OF TERMS**

COTU	Central Organization of Trade Unions in Kenya
DRC	Democratic Republic of Congo
G4S	Group 4 Security Company
GOK	Government of Kenya
HRM	Human Resource Management
JSS	Job Satisfaction Scale
KNBS	Kenya National Bureau of Statistics
KSIA	Kenya Security Industry Association
MSQ	Minnesota Satisfaction Questionnaire
NGOs	Non Governmental Organizations
OSHA	Occupational Safety and Health
PSA	Private Security Association
PSCs	Private Security Companies
PSIA	Protective Services Industry Association
SOB	School of Business
USA	United States of America
UK	United kingdom



## **OPERATIONAL DEFINATION OF TERMS**

**Employee Voice-** Is the say that employees have in matters that concern them in an organization or mechanisms that exist within an organization to help employees have a say. Voice can be through joint consultation, attitude surveys and suggestion schemes.

**Employee Satisfaction-**Is the perception of an employee about work. The positive feelings that an individual has towards his or her job. Job satisfaction is measured through safety feelings, job security, job independence and autonomy, comfort with pay and opportunity for advancement.

**Employee Characteristics-**Is the employee disposition; also known as the attributes of an employee, determined through age, years of experience on a job, level of education and professional training, marital status, gender and expectations.

**Joint Consultation-** Situations in an organization where union representatives and managers meet regularly to exchange views and deal with matters of interest within an organization. Joint consultations include collective bargaining.

**Trade Union-** An organization whose membership consists of workers and union leaders united in protecting and promoting their common interests. Unions regulate relations between workers and management and also participate in collective bargaining. Union is a key aspect of joint consultation.

**Suggestion Scheme-** An established procedure within an organization that is used by employees to submit suggestions to management on matters of concern.

**Attitude Survey-**A way of gathering information on preferences, commitment and morale of employees by seeking their views on matters that concern them. Attitude surveys can be conducted through interviews, questionnaires or both.

**Private Security Firms-** A body corporate, including a partnership, which provides private security services.

**Private Security Provider**-A person or body of persons, other than a State agency, operating a business to provide private security services to any person

**Guard**- An employee of a private security firm who is paid to protect property, assets, or people

**Employee characteristics**- Employee disposition in terms of age, gender, marital status, education, gross pay, professional training, years of experience and expectations.

**Employee expectations**- Refers to what an employee anticipates to receive at work place like increase in rewards and promotions

**Professional training** – job specific training offered to employees to improve their job performance. It is done for acquisition of skills

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

Job satisfaction or dissatisfaction is an employee's reaction to prevailing work conditions. Since it is an aspect of personal experience, it varies among individuals due to personal uniqueness. The level of job satisfaction is affected by several variables some of which are individual while others are organizational (Mullins, 2010). The work environment and work place facilities are also known to inspire work by motivating employees. Job satisfaction is individualistic and circumstantial in nature. It is one of the complex issues that face managers in organizations due to the fact that employees may not have the same desires at work (Aziri, 2012). However, there is agreement among scholars (Mullins, 2010; Armstrong 2009; Locke, 1976) that indicators of job satisfaction include: opportunity for advancement, job security and safety, job independence and comfort with pay. Existence of advancement opportunities at work enables employees to improve their job knowledge. According to Hoppok (1935), environmental safety makes employees to be satisfied with their work. Job independence and autonomy entails allowing an employee to make decisions pertaining to the job. Job independence and autonomy is therefore determined by the nature of supervision that an employee gets at the work place.

Employee job satisfaction and voice is believed to affect their performance at work (Aziri, 2012; Hames, 2012; Bennet, 2007; Dwomoh, 2001). Poor performance in organizations can be attributed to several factors including job satisfaction and employee voice. Voice refers to a variety of processes and structures that enable and sometimes empower employees to contribute to decision making in a firm (Boxall and Purcell, 2003). Voice is generally considered as participation by employees in the management of an organization and it depends on the organization's system. Employee voice can be through suggestion schemes for members or direct contributions through meetings in addition to trade union representation, joint consultation and attitude surveys. Previous studies have shown that voice mechanisms are not the same in organizations (Holland, Pyman, Copper and Teicher, 2011; Dundon, Wilkinson, Marchington and Ackers 2004a; Spencer, 1986). This implies that its effectiveness also varies in organizations.

Crime and insecurity are major challenges that face developing countries like Kenya (Abrahamsen and Williams, 2005). According to Kenya National Bureau of Statistics (2012), insecurity incidences increased from 70,779 to 75,733 between the year 2010 and 2011. Nairobi, North Eastern and Western regions of the country had high increase in crime compared to other regions. Crime rate in Nairobi increased from 6,102 to 8,525; North Eastern had an increase from 1,216 to 1,439 and in Western Kenya, crime incidences increased from 16,164 to 17,381 over the same period. While crime rate in North Eastern region is attributed to terrorist activities, Nairobi region incidences is attributed to the size of its population and terror. The reason for high crime statistics for Western Kenya has not been explained.

Private security firms are a major player in the provision of security as they complement state security services. The private security sector has not been effective as there is widespread involvement in crime by private security guards (Kaguru and Ombui, 2014; Kimosop, 2007; Mkutu and Sabala, 2007). Despite the knowledge that employee voice and job satisfaction contributes to performance, it has received least attention in private security firms. Previous investigations (Kaguru and Ombui, 2014; Thurania and Munany, 2013; Kasali, 2012; Mkutu and Sabala, 2007 and Kimosop, 2007) have focused on lack of government regulation as the main cause of poor performance and have failed to investigate employee voice, guards' characteristics and job satisfaction. The studies have also been done in Nairobi and not in Western Kenya.

The private security sector is a major source of employment in Kenya, and it is estimated that it employed 48,811 people by 2007. The major players in the industry are private institutions operating as companies both local and foreign. Kenyan citizens are key drivers of this sector as guards and managers. Given the high dependency ratio in the country, it is further estimated that the industry indirectly supports a total of 195,524 people (Wairagu et al. 2004). Private security industry is an important player in the economy whose contribution as well as challenges requires consideration by government.

Key challenges that face private security firms in Kenya, apart from lack of regulation, is poor working conditions, high turnover and lack of training and education (Kasali, 2012; Mkutu and Sabala, 2007; Kimosop, 2007). Industry players observe that there is widespread unprofessionalism, corruption and underpayment of guards which have a

negative impact on the industry (Ombati, 2013). High turnover has also been attributed to prevailing work conditions. With poor training and education, security guards may not be involved in decisions that affect them or may fail to address issues that affect them.

Investigations by Dundon et al.(2004a, 2004b) have revealed that meaning of employee voice according to managers are the established structures that employees use to communicate, solve problems with management and raise issues that concern them. A study by Dundon et al. (2004a, 2004b) also revealed that employee voice has several benefits to the organization such as improved performance, employee development, participation and flexibility. Whereas empirical studies have revealed managers' understanding of employee voice and purpose of employee voice (Dundon et al., 2004a, 2004b), employees' understanding of voice and purpose have not been investigated. Moreover, the degree of usage in organizations was not investigated and organizations involved in the study were varied which could have explained the variability in meaning and purpose. While these studies were done in Europe, no such study has been done in Africa particularly in the private security sector. Therefore, the extent of employee voice is unknown in private security firms.

Employee voice is an area that has attracted interest of scholars and managers (Dundon et al., 2004a). The focus of many studies has been on the benefit of employee voice to organization (Hames, 2012; Bennet, 2007; Dwomoh, 2001; Batt, Colvin and Keffe, 2001; Spencer,1986) and not the link between voice mechanisms and job satisfaction. While Hames (2012) focused on the voice climate and work related outcomes, Bennet (2007) focused on voice as an element of meeting aspirations. Dwomoh (2001) focused on voice and total performance while Batt et al. (2001) focused on employee voice and turnover. Spencer (1986) focused on employee voice and retention of employees. Few studies have investigated the link between voice and job satisfaction (Muindi, 2010; Holland, Pyman, Cooper and Teicher, 2011; Bender and Sloane, 1998; Rusbuilt, Farrel and Manious, 1988; Hagedoorn, Van Yperon, Van de Vlient and Bunk, 1999; Bender and Sloane, 1998) though they are inconclusive. Whereas employee voice is indicated by joint consultations, suggestion schemes and attitude surveys, studies that link voice and job satisfaction (Muindi, 2010; Holland et al.,2011; Rusbuilt et al.,1988; Hagedoorn et al.,1999; Bender and Sloane,1998) have investigated the link between few aspects of employee voice but job satisfaction such as union membership, direct and indirect



voice and participation in decision making and have failed to consider the link between joint consultation, suggestion schemes, attitude survey and job satisfaction. Existing literature does not offer links connecting the three voice constructs namely joint consultation, suggestion schemes, attitude surveys and job satisfaction. In particular, these studies focused on other sectors at the expense of private security firms. Consequently the link between joint consultation, suggestion schemes, attitude surveys and job satisfaction which could be the reason for poor performance in private security firms has not been established.

There is empirical evidence that job satisfaction of an employee, to some extent, is based on disposition (Judge and Larsen, 2001). Jex (2002) defines employee characteristics as the disposition of the worker. Because organizations are made of individuals who work to achieve common objectives and they have different dispositions, it is necessary that investigation of job satisfaction levels takes care of these dispositions. Most social scientists agree that nature and nurture define who a person is. Mullins (2010) identifies some of the causes of differences among people as early family experiences, social and cultural factors, motivation, attitudes, intelligence and abilities and perception. Employee characteristics may differ in terms of age, education, marital status, years of experience on the job, expectations and gender. Some of the foregoing characteristics may be shared between people working in the same organization as they acquire them over time.

Previous studies on the relationship between employee characteristics and job satisfaction have shown that pay, age, gender, education, marital status, number of children and job tenure of employees predict their job satisfaction (Young et al., 2014; Alzoubi, 2012; Diaz-Serrano and Cabral Vieira, 2005; Lee and Wilbur, 1985; Bilgic, 1998). However, the characteristics were found to vary across different groups of employees. Whereas findings of (Alzoubi, 2012; Young et al., 2014; Mottaz, 1984; Diaz-Serrano and Cabral Vieira, 2005) showed discrepancies on employee characteristics that affect job satisfaction, respondents used were from different occupations thereby making it difficult for generalization. All the studies reviewed have not investigated the relationship between employee expectations, professional training and job satisfaction. Therefore, little is known on the link between employee expectations, professional training and job satisfaction. All these studies have been done in USA and Europe but none of them examined the effect of age, marital status, pay, gender, education, professional training,

experience and expectations on job satisfaction in private security firms. Therefore, the effect of these employee characteristics on the relationship between employee voice and job satisfaction in private security firms is unknown.

Previous studies that link voice and job satisfaction have shown mixed results. While Muindi (2010) and Holland et al. (2011) found a positive association between voice and job satisfaction, Rusbuilt et al. (1988) found a negative link while Hagedoorn et al. (1999) and Bender and Sloane (1998) found both negative and positive links between different aspects of voice and job satisfaction. Such mixed relationships suggest existence of moderation process in the relationship (Baron and Kenny, 1986; Bryson, 2004). Despite a strong indication of existence of the moderation in the voice- job satisfaction relationship, no study has attempted to investigate possible moderators to this relationship. Employee characteristics has been suggested as a possible moderator (Muindi, 2010), though this has not been investigated. Therefore, the effect of employee characteristics on the relationship between employee voice and job satisfaction particularly in private security firms is not known

Despite efforts by the government, insecurity is a challenge that affects institutions and individuals. Organizational objectives can only be achieved when there is security and safety. The two are among the most prominent basic needs of man from ancient times. Due to this necessity, people managed to achieve scientific, technological advances and living conditions to healthier standards after obtaining security and safety as Karacan (2011) observes. Security firms are key to survival of businesses ranging from hawkers in the streets to owners of multimillion shilling businesses.

According to Thurania and Munanye (2013), crime and insecurity undermines the freedom of association and movement of citizens, creating a sense of fear and intimidation and hampering the spiritual, economic and social development of individuals. Provision of security is the responsibility of the government. In Kenya, government security services are out-stretched for over 40 million people and their business and therefore private security companies (PSCs) come in to complement state services. The two therefore need to work together to ensure that their activities are coordinated and complementary.

## **1.2 Statement of the Problem**

According to the Kenya National Bureau of Statistics 2012, insecurity incidences increased from 70,779 to 75,733 between the year 2010 and 2011. While security firms are expected to complement national police efforts in combating crime, studies have indicated high turnover and involvement in crime by security guards against their employers and clients. Studies have attributed poor performance by security guards to lack of regulation and ignored employee voice, characteristics and job satisfaction. The extent of employee voice has not been investigated similarly, the link between employee voice and job satisfaction, employee characteristics and job satisfaction have also not been investigated. Some studies have revealed both positive and negative links between voice and job satisfaction suggesting lack of incorporating a moderator such as employee characteristics. However, no study has focused on the role of employee characteristics on the relationship between employee voice and job satisfaction of security guards. Therefore, the purpose of this study was to establish the effects of employee voice and characteristics on job satisfaction of guards in security firms in Western Kenya.

## **1.3 Objectives of the Study**

The overall purpose of the study was to establish the effects of employee voice and characteristics on job satisfaction of security guards in Western Kenya.

The specific objectives of the study were to:

- i. Establish the extent of employee voice among security guards in Western Kenya.
- ii. Determine the effect of employee voice on job satisfaction of security guards in Western Kenya.
- iii. Analyze the relationship between employee characteristics and job satisfaction among security guards in Western Kenya.
- iv. Investigate the effect of employee characteristics on the relationship between employee voice and job satisfaction in security firms in Western Kenya.

## **1.4 Research Question and Hypotheses**

### **Research question**

- i. What is the extent of employee voice among security guards in Western Kenya?

### **Hypotheses**

- i. There is no significant relationship between employee voice and job satisfaction among security guards in Western Kenya.

- ii. There is no significant relationship between employee characteristics and job satisfaction among security guards in Western Kenya.
- iii. Employee characteristics have no significant effect on the relationship between employee voice and job satisfaction among security guards in Western Kenya.

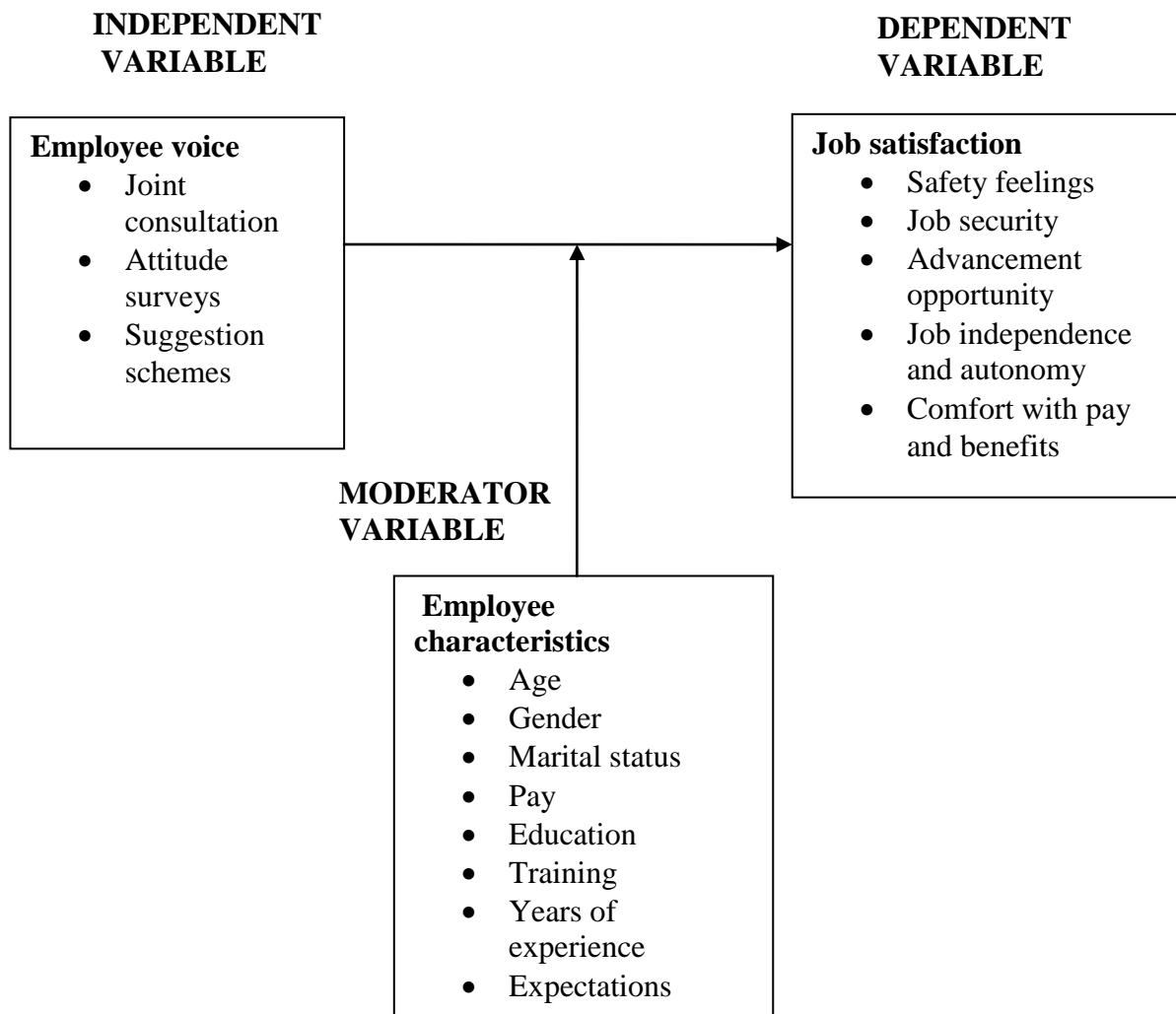
### **1.5 Scope of the Study**

The study was conducted among private security firms in Western Kenya region comprising the former Nyanza and Western provinces. The region covers an area of 15,962 kms<sup>2</sup> with a population of 9,792, 196 (Kenya National Bureau of Statistics, 2009). The study had three main variables namely: employee voice, employee characteristics and job satisfaction. The study investigated the extent of three constructs of voice which were joint consultation, suggestion schemes and attitude surveys. Guards' characteristics in terms of age, gender, marital status, pay, level of education, professional training, years of experience and expectations were investigated. Job satisfaction of security guards was determined through their satisfaction with aspects of the job such as safety, job security, advancement opportunity, job independence /autonomy and pay. The data relating to the variables were collected during the month of February, 2015.

### **1.6 Justification of the Study**

Kenya's prospects of development hinge on the country's ability to guarantee law, order and security. Security provides an enabling environment for people to live and work peacefully. The context is a relevant area of research as all economic activities regardless of their nature, require security. All groups are expected to gain from the findings of this study. Particularly, knowledge generated by this study may be used by management of security firms to increase job satisfaction of security guards through effective voice mechanisms and for effective recruitment and management of security guards. To policy makers, the findings may be helpful in coming up with policies that can adequately guide management to ensure quality delivery of services and enhance improved welfare of security guards. The findings may also provide knowledge to researchers on elements of job satisfaction and also add to management theory and practice particularly on best practices in human resource management. The study may form a basis for further research on employee satisfaction.

## 1.7 Conceptual Framework



**Fig 1.1: The influence of employee voice and characteristics on job satisfaction.**

**Source:** Adapted from Herzberg et al. (1957).

Figure 1.1 gives a framework illustrating how variables in the study are conceptualized and related: the independent variables are employee voice and employee characteristics while the dependent variable is job satisfaction (Herzberg et al., 1957). The indicators of voice are joint consultation, suggestion schemes and attitude surveys (Armstrong, 2009). Dimensions of employee characteristics include years of experiences, level of education, professional training, age, gender, pay and expectations (Mullins 2010). Job satisfaction is measured through: feelings of safety at work, job security, job independence, comfort with pay and benefits of the company and opportunity for advancements by employees (Fisher et al., 2009).

Employee voice is expected to have an effect on job satisfaction, though previous studies have established weak, positive and negative association between employee voice and job satisfaction (Holland et al., 2011; Muindi, 2010; Hagedoorn et al., 1999; Bender and Sloane, 1998) which suggests moderation. Employee characteristics are expected to moderate the relationship between employee voice and job satisfaction. Research has shown that employee characteristics have an effect on their job satisfaction and at the same time on voice. Increase in employees' age is expected to increase the association between voice and job satisfaction (Lee and Wilbur, 1985). Years of experience on the job is further expected to improve voice-job satisfaction relationship. Expectations dictate satisfaction in a job especially if an employee expects desirable outcome from his actions or behaviour, he will be satisfied doing it (Lawler and Suttle, 1973). Professional training, education and higher expectations mean investment on the job and this is expected to increase voice of an employee (Rusbult et al., 1988) which in turn is expected to increase job satisfaction. Pay also affects job satisfaction by allowing employees to meet their needs.

## **CHAPTER TWO: LITERATURE REVIEW**

This section examines both the theoretical and empirical literature on employee voice, employee characteristics and job satisfaction. It also explores comparative empirical literature which helps to explain the gap that the study seeks to address.

### **2.1 Theoretical Review**

Kerlinger (1973) defines theory as “a set of interrelated constructs and concepts, definitions, and propositions that present a systematic view of phenomena specifying relations among variables, with the purpose of explaining and predicting the phenomena”. Job satisfaction is an important aspect of employee motivation. According to Saif et al. (2012), all the existing theories of motivation can be used to study job satisfaction. However, use of all theories might not be possible because no single study can investigate all factors that cause job satisfaction. This study on job satisfaction was guided by motivation theory put forward by Herzberg et al. (1957) known as two factor theory. The job characteristics theory by Hackman and Oldham (1976) and the core-self evaluations theory by Judge, Locke and Durham (1997) were also relevant in guiding the study.

### **2.2 Job Satisfaction and Extent of Employee Voice**

#### **2.2.1 Job Satisfaction**

Locke and Lathan (1990) define job satisfaction as the pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Job satisfaction is a result of employees’ perception of how well their job provides those things that they view as important. According to Mitchell and Lasan (1987), it is generally recognized in the organizational behaviour field that job satisfaction is necessary for any employee at work.

According to Herzberg et al. (1957), employee work environment comprises satisfiers and dissatisfiers. The satisfiers are also known as motivators and they include: senses of achievement, recognition, meaningfulness of work, growth and promotional activities. Dissatisfiers are also known as hygiene and their existence are essential for satisfaction however they do not cause satisfaction. Dissatisfiers at work are: company policy, nature of supervision, relationship with bosses, work conditions, salary and relationship with peers. According to Herzberg et al. (1957), the opposite of satisfaction is no satisfaction

and the opposite of dissatisfaction is no dissatisfaction. Herzberg et al. (1957) emphasize that if satisfiers are available at work, employees will be satisfied and will perform better.

The satisfaction theory by Herzberg et al. (1957) is limited in a number of aspects. The theory does not have a comprehensive measure of job satisfaction. It does not explain where job satisfaction and dissatisfaction begins. Moreover, their ideas were not empirically tested. The two factor theory (Herzberg et al.,1957) has a number of satisfiers one of which is recognition of the employee but failed to explain how the employee can be recognized or what its indicators are. The two factor motivation theory fails to consider situational variables that affect job satisfaction and assumes correlation between job satisfaction and productivity. The theory emphasizes the existence of motivational factors in an organization in order to improve work-quality but does not give indicators of job satisfaction in employees. This makes the theory relevant in matters relating to improvement of work performance but not diagnosing existence of job satisfaction. The two factor theory is based on the notion that opposite of satisfaction is no satisfaction which may not be practical as the level of satisfaction may not be the same for all individuals. The theory also fails to recognize individual differences which also make workers to have different motivators.

Ruthankoon and Olu Ogunlana (2003), tested Herzberg's two factor theory in Thai construction firm and found that some factors cause both satisfaction and dissatisfaction and therefore cannot be considered satisfier or dissatisfier. They warn that Herzberg's theory cannot hold in different work places as the conditions of work determine satisfaction or dissatisfaction. Ewen (1964) observes that Herzberg's results cannot be generalized for all organizations and for every organization, factors that cause job satisfaction can be determined.

Specific job factors that might cause satisfaction or dissatisfaction in employees are another limitation as the theory is not specific on the factors but rather more generalized. The relevance of two factor theory is recognition at work place which is treated as satisfier, represented by voice in this study. For proper understanding of the two factor theory, voice theory by Armstrong (2009) and Mullins (2010) is necessary in explaining the relation between variables and signs of job satisfaction. Employee voice is a process of involvement, participation, upward problem solving and upward communication



(Armstrong, 2009). For purposes of this study, the converse of job satisfaction will not be taken as lack of satisfaction but non dissatisfaction.

Job characteristics theory also explains the source of motivation at work. According to Hackman and Oldham (1976), there are job characteristics that lead to psychological states that result in work outcome. The job characteristics are: skill variety, task identity, task significance, autonomy and feedback which leads to three psychological states namely meaning fullness, responsibility and knowledge of results, all these would produce motivation, performance ,satisfaction, absenteeism or turnover. The model emphasizes the five job characteristics as key in achieving job satisfaction. Skill variety is the degree to which a job utilizes multiple high level skills, task identity is degree to which a job requires completion, task significance is when a job affects other people's work, autonomy is when a job has substantial freedom in making decision and feedback is obtaining information about effectiveness of performance. According to Hachkman and Oldham (1976), the presence of five core job dimensions leads employees to experience three psychological states: which are viewing their work as meaningful, feeling responsible for the outcomes, and they acquire getting to know results of their performance. These three psychological states in turn are related to positive outcomes such as overall job satisfaction, internal motivation, higher performance, and lower absenteeism and turnover. According to Hackman and Oldham (1976), autonomy and feedback are the most important elements in determining motivation compared to skill variety, task identity and task significance. They however note that these characteristics do not apply to all employees as they are different.

The main limitation of job characteristics model is that it concentrates on the aspects of a job and not the work environment which also affect job satisfaction. A job holder who achieves skill variety, task identity, task significance, autonomy and feedback but fails to get adequate pay or good relations may not have job satisfaction. This makes model suitable for designing jobs in the organization but not for achieving overall job satisfaction.

Dispositional researchers believe job satisfaction to a great extent depends on personal characteristics of employees. Among the disposition theory is the core self-evaluations theory by Judge, Locke and Durham (1997). According to the theory, personality

dimensions are composed of locus of control, neuroticism, self-efficacy and self-esteem. Locus of control is the extent to which individuals believe that they can control events affecting them while neuroticism is defined as an enduring tendency to experience unpleasant emotions such as anxiety, fear, moodiness, worry, envy, frustration, jealousy and loneliness. Self-efficacy is as an individual's estimate of his or her own ability to perform well and handle a variety of situations at work. Employees with high generalized self-efficacy are likely to handle new tasks that allow for growth in their ability and are more enduring than those low in generalized self-efficacy. Self-esteem reflects a person's overall appraisal of his or her own worth. Self-esteem is one of important domains because it is the overall value that a person places on oneself. Judge et al. (1997) found that individuals with positive self-evaluations not only perceived their jobs as providing more intrinsic characteristics they actually attained more challenging jobs.

The main shortcoming of dispositional of core evaluations theory is that it concentrates on personality of the job holder and leaves out other acquired characteristics. While locus of control, neuroticism, self-efficacy and self-esteem will affect job performance, other employee characteristics such as education, level of experience, gender and expectations also affect job performance which core evaluations theory does not address.

Analysis of job characteristics model reveals that it is captured in Herzberg et al. (1957) job satisfaction model. While Hackman and Oldham (1976) concentrated on job characteristics that would serve to satisfy an employee, Herzberg et al. (1957) captured meaningfulness of work which is achieved through job characteristics. Advancement and growth are part of satisfiers to employees; these can only be acquired by employees with certain characteristics as described by Judge et al. (1997). This reveals that Herzberg et al. (1957) had a superior model of job satisfaction. The relevance of two factor theory in this study is that there are variables within the work environment that serve to satisfy employees. Using job characteristics model alone or may be inadequate in capturing other variables of job satisfaction

The level of job satisfaction is affected by a wide range of variables (Mullins 2010); these can be broadly grouped as individual, social, cultural, organizational and environmental. Individual variables include personality, education and qualification, intelligence and

abilities, age, marital status and orientation to work. The social factors include working groups, norms, opportunities for interaction and informal organization. Cultural factors are the attitudes, beliefs and values. Organizational factors include size and nature of the organization, the structure and human resource, while environmental factors entail socio technical elements. Hackman and Oldham (1976) observe that individuals work motivation is affected by their psychological state, characteristics of the job and their personal attributes.

Job satisfaction is best perceived as an employee attitude and is associated with personal feelings (Mullins, 2010; Saif et al., 2012). It occurs when there is harmony between job characteristics and demands of an employee (Karacan, 2011). The work environment and work place facilities are also known to inspire work by motivating employees. Job satisfaction is individualistic and circumstantial in nature. According to Quarstein, McAfee and Glassman (1992), there are situational occurrences at work which determine job satisfaction. Employees may not have the same desires at work. However, there is agreement among scholars (Mullins, 2010; Armstrong 2009; Locke, 1976) that the following are indicators of job satisfaction: existence of advancement opportunities at work which enable employees to improve knowledge of their job. A safety feeling is also a work element which indicates when an employee is satisfied at his work place. According to Hoppok (1935), environmental safety is what will lead an employee to admit that he is satisfied with his work. Job independence and autonomy entail allowing an employee to make decisions pertaining to his job. Job independence and autonomy are determined by the nature of supervision that an employee gets at work place. Herzberg (1976) provides supervision as one of the leading cause of job satisfaction also known as satisfier. Rue and Byars (2003) propose compensation with both internal and external consistency as one of the causes of job satisfaction which is supported by Mullins (2010), Armstrong (2009) and Herzberg (1976).

Studies done on the private security sector have focused on regulation as a major cause of their poor performance but have not considered job satisfaction as a possible cause of the situation. There is also high turnover and theft by guards which could be signs of low job satisfaction. Kaguru and Ombui (2014) in Nairobi Kenya, studied factors affecting performance of G4S. Using descriptive research design and a sample of 70 managers, findings showed lack of regulation and mushrooming of security firms as the major

causes of poor performance. Findings reveal that lack of a code of conduct to guide the G4S led to unprofessionalism. Similar findings were revealed by Mkutu and Sabala (2007) in a study of private security companies in Kenya and dilemmas for security. Through descriptive survey involving managers of PCSs, government officials and security guards, findings reveal no legal framework to guide provision of private security or existence of set standards for neither security product nor service. Findings also reveal that there are no background checks for employees of security firms and that in most of the crimes that are committed, employees of security firms are used as conduits. The study revealed low pay for security guards which are seen as an incentive to crime, particularly against those they are employed to protect. Most guards interviewed indicated that the majority of burglaries in urban towns especially in homes and shops were committed with the collusion of security guards.

A study by Kimosop (2007) in Kenya on labour turnover at Future Force Security Company revealed that out of 62 guards sampled, 43 per cent were young adults and 60 per cent had only attained high school education. Analysis of the company revealed that majority of the guards earned a salary of kshs3000 to Kshs 7000 which was below the minimum salary (COTU Kenya, 2015), they worked for 12 hours a day without lunch and tea breaks. Kimosop found that causes of labour turnover at the company were low pay, job insecurity, poor work conditions and lack of job satisfaction. Study recommended that pay for security guards be increased to the minimum rate recommended by the government. Improvement of work conditions, provisions of work equipment or protective gear where necessary and improvement of job satisfaction were also recommended as possible ways of reducing turnover in the company.

In Nigeria, Kasali (2012) analysed the evolution of private security guards and their limitations to security. Findings showed that a good number of security firms are not registered and their activities are not properly regulated by the government. The major causes of poor performance by private security institutions in Nigeria are lack of training for the guards, low wages and poor work conditions, high costs of registration and experience of brutality among the armed security guards. Kasali (2012) recommends training for security guards, improvement of working conditions and strict regulation by the Nigerian government with proper monitoring of private security firms as a way of improving performance of security firms.

Karacan (2011), researched on job satisfaction of security guards in Kacaeli District, Turkey with 106 guards of four private security firms using a survey. Analyses of the guards' characteristics revealed that 48 percent were of age 21-25 years, 64.2 per cent were not married and 99.4 per cent have attained high school education. Findings further showed that 77.3 percent of the guards were satisfied with their jobs, though 64 per cent of the guards were not satisfied with their salary, 56.6% percent of the guards' views were taken in by management. The findings also showed that the relations at work place was very good, 81% had good working relations with colleagues while 90% of them had good relations with their bosses. The research recommended that all the needs of guards should be taken care of so that they can be satisfied at work.

Thuranira and Munanye (2013) in Nairobi, Kenya studied the collaboration between public and private security. Through a qualitative analysis of secondary data, questionnaires and interviews of both public and private security providers, findings show minimal collaboration of the security apparatus in the country. Investigations also confirm that security guards are poorly paid, disillusioned and often collude with criminals to rob their employers and clients. The study also revealed that there have been a number of abusive instances, corrupt and incompetent behaviour, and in some instances, even outright scandals, involving private security guards and their supervisors. The findings have also revealed that was no cooperation between private security companies and public law enforcement agencies which was a major threat to war against crime. Thuranira and Munanye (2013) concluded that regulation is necessary to streamline activities of private security firms and control the guards.

Previous studies have attributed poor performance by security guards to lack of regulation (Kaguru and Ombui, 2014; Thuranira and Munanye; 2013; Kasali, 2012; Mkutu and Sabala, 2007). No study in private security firms has focused on the job satisfaction of security guards even though literature reveal that most guards are disillusioned and collude with criminals to rob their employers' clients which suggests that the problem could be lack of job satisfaction.

### **2.2.2 Extent of Employee Voice**

Boxall and Purcell (2003) define employee voice as a variety of processes and structures that enable and sometimes empower employees directly and indirectly to contribute to

decision making in the firm. Direct voice involves contacts between employees and management without the involvement of trade unions while indirect voice is through collective bargaining. Dundon et al. (2004 a) define employee voice as any of the following: first, the expression of individual dissatisfaction raised with line managers or through grievance procedures; secondly, as the expression of collective dissatisfaction raised by trade unions through collective bargaining or industrial action; thirdly, contribution to management's decision making process through upward communication, problem solving, suggestion schemes and attitude surveys; and lastly, through mutual partnership agreements, joint consultative committees and work councils.

Voice is defined more broadly by McCabe and Lewin (1992) as consisting of two elements, namely the expression of complaints or grievances in a work context by employees to management and the participation of employees in the decision-making processes of organization or communication where there is an opportunity for employees and managers to exchange views about issues, generally on an individual basis but also through a collective consultation process. Employee voice is a broad term whose meaning sharply differs across disciplines (Budd, Gollan and Wilkinson, 2010). It can be said that voice is generally the participation by employees on matters that affect them at work.

Dundon et al. (2004 b) observes that voice at the workplace may lead to a beneficial impact on quality and productivity and deflect problems that might explode. The degree to which voice is embedded in an organization is much more important than reporting collective schemes. Employee voice is any process of involvement of employees, participation and communication within an organization and establishing the extent and the degree of voice is necessary (Boxall and Purcell, 2003; McCabe and Lewin, 1992; Dundon et al (2004 b). It is therefore important that the extent and degree of voice of workers within an organization should be known as this is believed to have an effect on their performance. For purposes of this study elements of Armstrong's (2009) employee voice were adopted. The elements are joint consultation, attitude surveys and suggestion schemes which are deemed appropriate as the elements also exist in employee voice systems in Kenya.

Armstrong (2009) says that employee voice can take the form of joint consultation which involves managers and employee representatives meeting on a regular basis in order to exchange views, make good use of members' knowledge and expertise and also to deal with matters of common interest. He explains that meaningful consultation takes place when managers tell employees what they want done and give them time to respond, considering their views as well. The entire process should be within the existing systems of negotiation and representation. The common form of representation is trade unions, where employees form an organization to safeguard their interests (Freeman, 1976).

Freeman and Medoff (1984) indicate that trade unions provide workers with a collective voice in order to make their wishes known to the management. Mathis and Jackson (2008) consider four major areas that trade unions handle. First, are matters relating to work environment which comprises staffing of employees, overtime and general working condition of the employees. Second, are matters relating to pay such as inequitable pay, inadequate benefits and non-competitive pay. Third, unions handle matters to do with employee treatment at the work place such as unfair discipline, harassment and abusive treatment, job insecurity and lack of response to complaints. Lastly, unions address matters to do with management style such as fear, intimidation of employees, and lack of recognition in decision making process. Trade Unions have two major roles (Armstrong 2009), namely, to secure improved terms and conditions for their members and to provide protection, support and advice to their members as individual employees. Other roles include providing legal and financial services to members whenever appropriate.

Employees normally find it necessary to form unions based on benefits and services that they offer to them. Bernadian (2008) says that unions achieve better wages for members, benefits and improved working conditions and this would mean that members in a union are more satisfied than non-union members. He says that non-union members experience strict supervision and strict job content which tend to create dissatisfaction. According to him, union members will be comfortable and compelled to stay in the organization because of better wages, health and insurance. According to Bernardin (2008), unions offer a voice to employees which can be used to develop rules that govern employees. The effectiveness with which unions achieve this will depend on several aspects of the context within which an organization operates.

Security firms in Kenya have a union for members to join on a willing basis. Individual security firms have representatives to the unions who are voted in by the members. Employees' representatives are involved in discussing issues of mutual concern with management. Union officials, on the other hand, are involved in settling disputes, resolving collective grievances and representing members with grievances or other disciplinary matters (PSIA, 2013). Meaningful consultation takes place when management tells employees what they intend to do then give them time to respond to proposed action. Management then gives responses to employees on the issues raised. Armstrong (2009) posits that management must believe and must be seen to believe in involving employees. Joint consultations operate only when managers are genuine in giving employees voice and advancing their interests. Marchington (1992) observes that joint consultation is one of the useful forms of employee voice.

As suggested by Armstrong (2009), employee voice can also be determined through attitude surveys. It is a way of getting information on preferences of employees and comparing commitment and morale in different parts of the organization. Attitude surveys constitute another form of non-unionized voice used by some organizations. Surveys can be done through interviews, use of structured questionnaires, combination of questionnaires and interviews and also through focus groups. A focus group is a representative sample of employees whose attitudes and opinions are sought on issues concerning the organization and their work. A focus group is structured, informed, constructive and confidential. The uses of attitude surveys are to provide information on the preferences of employees, give warnings of potential problem areas, and diagnose causes of problems and to compare levels of job satisfaction (Armstrong, 2009). Attitude surveys can be appropriate for managers in knowing how employees perceive their performance results and also for taking care of their voices in the appraisal process.

The third element of voice is the suggestion schemes which, according to Armstrong (2009), are the established procedures for employees to submit ideas to management with tangible recognition for those suggestions with merit. Suggestion schemes are known to reduce feelings of frustration where employees feel that they have good ideas that are not recognized in the formal channels of communication. Suggestion boxes or team leaders are used to encourage members of the team to give suggestions. However, organizations should have a committee to vet suggestions so as to pick only what is appropriate.



Participation is demonstrated when an employee plays a greater role in the decision making process by management giving employees the opportunity to influence management decisions and also to contribute to the improvement of organizational performance. Involvement, on the other hand, is when management allows employees to discuss issues that affect them in order to enhance organizational commitment.

Marchington and Wilkinson (2005) came up with a model of employee participation which particularly identifies relevant aspects of voice. According to him, there are four factors. First, is the degree of involvement, which indicates the extent to which workers or their representatives are able to influence management decisions, this can range from merely being provided with information, through two-way communication, co-determination and control. Secondly, the scope of decisions open to influence by workers, relates to the type of subject matter dealt with in the participation arena, ranging from the trivial to the strategic for example, allocation of car spaces versus the future direction of the organization. Thirdly, the level at which workers or their representatives are involved in management decisions, can vary quite substantially, ranging from workplace or departmental level to establishment, division and headquarters. Lastly, is the different forms of voice, it may be direct or face-to-face, as is the case with many of the current employee involvement initiatives or it may be indirect as it occurs when trade unions represent workers on high-level consultation committees, or workers' councils, or through collective bargaining. The model captures all important aspects in employee voice.

Employee voice is a way of making employees an integral part of the organization and it has a direct bearing on their performance (Royer, Waterhouse, Brown, and Festing, (2008). They argue that treating employees as stakeholders in the organization bears similar outcomes. Employees who have developed significant firm-specific human capital have invested in the organization and have earned voice just as shareholders. Providing voice to these employees therefore provides a rationale for further emotional and human capital investment, with the same sorts of returns (Dundon et al., 2004b).

Employee voice is a form of interaction and can be viewed as a process of organizational justice theory. Organizational justice theory relates to the perceived fairness of processes, outcomes and interactions within the decision making processes of an organization

between those who manage and those who are managed (Tyler, 1987; Greenberg, 1990; Saunders, Thornhill and Lewis, 2002). Organizational justice has its roots in the justice theories attached to theories of legal and organizational decision making and it comprises three forms of justice (Rawls, 1971). First, distributive justice or the satisfaction with the outcome of a decision provides a measure of fairness for how justice is distributed amongst the disputants. Second, procedural justice, or the satisfaction with the process used to reach a decision refers to the experience of fairness by the disputants (Deutsch, 1985; Masterson, Lewis, Goldman and Taylor, 2000). Third, in the mid-1980s, Bies and Moag (1986) identified interactional justice, or the interpersonal treatment of the disputants which is believed to be a sub-component of procedural justice and indicates that the process must not only be experienced as being fair, but must also be accompanied by a sense of being treated with respect and dignity (Tyler, 1991). Together, the dimensions of organizational justice theory predict that employees will be satisfied if they feel that they are fully involved in the decision making process of the organization.

The effect of employee voice on other work variables is known to depend on the degree of its embeddedness (Spencer, 1986) and complementarity of existing voice mechanisms (Holland et al., 2011). An increasing number of empirical studies have addressed the question of voice complementarity. Evidence exists to show that there is impact of employee voice arrangements in combination and singly (Cox et al., 2006; Kim et al., 2010). Studies have shown that combinations of voice arrangements appear to have a stronger positive than negative impact (Bryson, 2004). In Australia, multiple voice arrangements were also found to be most effective for employees themselves. This was measured by perceived managerial responsiveness to employee needs, job control, and influence over job rewards (Pyman, Cooper, Teicher and Holland, 2006).

A study on the changing patterns of employee voice in firms in UK and Ireland done by Dundon et al. (2004 a) seeking managers conceptions of employee voice has shown that there is no particular pattern of employee voice used by organizations as it depends on different firms. Using 18 organizations as case studies, most of the respondents interviewed in the research were senior managers and those in charge of human resource came up with five broad ways in which the managers spoke about employee voice in general. Qualitative analysis of the data revealed the following definitions, one, voice as communication/exchange of views: an opportunity for employees and managers to

exchange views about issues, generally on an individual basis but also through a collective consultation process. Two, voice as upward problem-solving: an opportunity for employees to provide feedback on specific topics hence not so much as a dialogue but more as a way of providing ideas to improve organizational performance. Three, voice as collective representation: an opportunity for employee representatives who can use union or non-union channels to communicate the views of the workforce to managers either through partnership or collective bargaining. Fourth, voice as engagement: a feeling on the part of staff that they are able to express their views to managers in an open environment and that management will provide support to allow this to happen. Lastly, voice as say about issues, that is, not only workers have opportunity to express but also expectation that their views will be taken by management and will influence how decisions are made. The study revealed that, of the 18 organizations involved in the research, most managers acknowledged a direct link between voice and organizational performance. About two thirds of the managers revealed change of behaviour and attitudes in employees as a result of employee voice. The conclusion of the research indicates that voice promotes employee development, participation, flexibility, performance and reward within a framework of excellent communication. The study, however, did not investigate employees' conceptions of voice.

A study by Dundon et al. (2004 b) on meaning and purpose of employee voice in England, Scotland and Ireland had almost similar findings to that on the changing patterns of employee voice. The study was carried out in 18 different organizations of different sizes through interview of senior managers. From the qualitative analysis of managerial responses, the following emerged, first that voice is the articulation of dissatisfaction expressed by an employee(s) and its purpose is to rectify an existing problem within an organization. Secondly, voice is an expression of collective organization whose purpose is to counter some power of management. Thirdly, voice is a contribution to management decision making that is meant to seek improvement in work organization quality and productivity. Lastly, voice is a demonstration of mutuality and cooperation relations that is meant to achieve long term viability for the organization. The outcome of voice was revealed to be reduction in employee exits, improved employee behaviour and improved performance due to better work environment. The observation was that the purpose of voice varied substantially between organizations.

While the two studies (Dundon et al., 2004a, 2004b) revealed broad meaning of employee voice and purpose in organizations, they sought conceptions of only managers through interviews and existence of voice mechanisms were not investigated. Although voice is meant for employees, employees were not respondents in the two studies thus raising concern for reliability given that the degree at which employees have a say remains under management control. Investigations by Dundon et al. (2004a, 2004b) also revealed that use of voice and purpose varied substantially in 18 organizations studied. However, these variations were not revealed. The method of data analysis which was qualitative in the two studies could not be helpful in revealing the link between voice and outcomes such as improved performance. The extent of voice which determines its effect on other work variables was not investigated. Moreover, the studies were done in Europe in different organizations; no such study has been done in security firms. Consequently, extent of employee voice is little known in private security firms.

### **2.3 Effect of Employee Voice on Job Satisfaction**

Muindi (2010) researched on the relationship between participation in decision making and job satisfaction among academic staff in the School of Business, University of Nairobi, Kenya. The study was conducted on a positivist approach which adopted a descriptive survey research design. The population of the study was all non-management members of academic staff at the School of Business, comprising 50 employees. The findings indicated that a strong positive correlation existed between overall job satisfaction and participation in decision making ( $r=0.888$ ). Findings also revealed a strong positive correlation between participation in and job satisfaction in relation to general working conditions ( $r=0.64$ ); pay and promotion ( $r=0.703$ ); use of skills and abilities ( $r=0.895$ ) and job design ( $r=0.75$ ) and job feedback ( $r=0.632$ ). The study concluded that employees' level of satisfaction with job characteristics such as pay, hours of work, job content and interpersonal relations was largely influenced by their level of participation in decision making. The study recommended employee participation in decision making as a way of improving job satisfaction in organizations. The researcher suggested that employee characteristic was a moderator in the relationship between employee participation in decision making and job satisfaction but never tested the moderation effect. Moreover, participation in decision making is just one aspect of attitude surveys while other aspects of voice such as suggestion schemes and joint consultations were not considered.

In his study at Electricity Company of Ghana on the relationship between employee voice and organizational performance using descriptive survey, Dwomoh (2001) found that participation by workers in decision affects organizational performance. Participation in decision making was determined through the number of employees who attended durbars which are organized meeting for employees to address their grievances and have a say in decision making. Performance was determined through amount of revenue that company generated over different years. Using a sample of 150 employees and managers from 15 districts of the company, the study examined how employee voice contributes to the performance of a company. Findings showed a strong relationship between the two sets of variables ( $r=0.9748$ ). Employee participation contribute about 95.2% of the total performance of Electricity Company of Ghana while remaining percentage may be attributed to other factors such as high wages and salaries or customer service. Findings also indicated that employees' participation play a strong role in motivating employees of the company to work hard to improve the overall performance of the company. The researcher recommends that employees' participation in decision making should be enabled if organizations want to improve upon their performance. The research, however, did not analyze the nature of the relationship between employee voice and job satisfaction as the number of employees who attended meetings was used to represent voice. The finding of the research was limited to establishing the connection between employee voice and performance and it assumes several factors including employee characteristics which accounted for the 4.98% and does not take care of complementarity of voice.

A study by Hames (2012) on Employees' Voice Climate Perceptions and Perceived importance of voice behavior is of relevance. The study was done at Murdoch University, Australia where a total of 119 employees were surveyed in different organizations. The study was interested in: the extent to which voice climate is a multi-dimensional construct affecting work-related outcomes which are affective organizational commitment, work engagement, neglect, exit; and, perceived importance of voice behaviour as a moderator between voice climate and these work-related outcomes. Results supported the conceptualization of voice climate as multi-dimensional, and that positive voice climate perceptions promote improvements in work-related outcomes among employees. Employees' perceived importance of voice behaviour was not found to moderate the relationships between voice climate and the work-related outcomes. The

study did not focus on investigating how voice climate affects job satisfaction which is related to work outcome.

In USA, Spencer (1986) investigated the relationship between employee voice and turnover. Employee voice encompassed the following: formal grievance procedure, suggestion schemes, management employee meetings, counseling services, ombudsman, non-management task forces, question and answer programmes and survey feedback. The study which adopted a cross section of presidents and executive directors of 111 hospitals showed that the more an organization gives employees opportunity to voice their concerns, the greater the likelihood that employees will remain in the organization. The composite employee voice correlated negatively with turnover ( $r = -.24$ ,  $p < .05$ ). The study recommended that organizations should have procedures for resolving complaints as a way of retaining their employees. The study included most aspects of employee voice. However, union membership was not considered.

Research by Rusbult, Farrell, Rougers and Manous (1988) on the impact of exchange variables on exit, voice, loyalty, and neglect (EVLN): an integrative model of responses to declining job satisfaction. The study involved two experiments and a survey conducted between 1984 and 1985 at the University of Kentucky in the UK. Voice and loyalty were considered to be constructive responses in which an individual attempts to revive or maintain satisfactory employment conditions, whereas exit and neglect were considered more destructive. The two experiments involved a total of 208 respondents using laboratory conditions while the survey used 473 employees of a large communication company. Analysis from survey data using multiple regression of the four variables: exit, voice, loyalty and neglect revealed that the beta coefficient of voice was ( $\beta = -.071$ ,  $p < .05$ ) and that voice accounted for 8.2% variance in job satisfaction ( $R^2 = .082$ ). This research offers a theory that predicts the effects of three exchange variables namely job satisfaction, investment size, and quality of alternatives, on four general responses to reducing job satisfaction-exit, voice, loyalty, and neglect. High job satisfaction and investment encouraged voice and loyalty and discouraged exit and neglect. Satisfaction and investment interacted, with variations in investment most strongly promoting voice given high satisfaction, a situation which was mostly seen with men. Better alternatives encouraged exit and voice but discouraged loyalty. The study also revealed that when employees experienced reduced satisfaction, they showed increased intentions to engage

in exit, voice, and neglect and demonstrated reduced loyalty. This was mostly seen with women employees. However, there was no link between alternatives and neglect. This means that employees that had job alternatives to replace existing one, had a voice; implying voice is a reaction to reducing job satisfaction. This further indicates that only employees experiencing reduction in job satisfaction and have better alternatives will have voice as a reaction mechanism. The summary of findings is that both job satisfaction and reduction in job satisfaction elicit voice. This implies that voice is a multi-dimensional construct whose effect depends on several things at work. The shortcoming of the study conducted by Rusbuilt et al. (1988) was that the two experiments were controlled, and when human beings are controlled, the reactions might not reflect true feelings given that one of the experiments involved the use of incentives. From the study, the effect of voice on job satisfaction was not determined but rather a model of interaction between exit, voice, loyalty and neglect. The study showed that voice entails both reactions to dissatisfaction and satisfaction and that, in dissatisfaction, it is seen as an attempt to change the situation which could be conflicting.

The study by Rusbuilt et al. (1988) was advanced by Hagedoorn et al. (1999). They operationalized voice as aggressive and considerate where considerate voice is tackling concerns as well as those of the organization while aggressive voice is tackling concerns to benefit workers without considering the organization. Using 233 teachers and maternity nurses as respondents, the findings revealed that job satisfaction promoted considerate voice and patience, suppressed aggressive voice, exit and neglect. Correlation of considerate voice with various aspects of job satisfaction gave the following: work satisfaction ( $r=.170$ ,  $p=0$ ), satisfaction with supervision ( $r=.430$ ,  $p=000$ ), satisfaction with pay ( $r=.12$ ,  $p=.000$ ), satisfaction with promotion ( $r=.28$ ,  $p=.000$ ) and satisfaction with co-workers ( $r=.11$ ,  $p=.00$ ). Correlation of aggressive voice with work satisfaction was ( $r=-.30$ ,  $p=0$ ), with supervision ( $r=-.42$ ,  $p=0$ ), with pay ( $r=-.04$ ), with promotion ( $r=-.21$ ,  $p=0$ ) and with co-workers ( $r=-.39$ ,  $p=0$ ) This meant that those employees who are satisfied at work and those who are less satisfied use voice but of different forms. A study by Hagedoorn et al. (1999) did not give a clear distinction between aggressive voice and a considerate voice as forms of voice complement each other. They simply looked at the association between considerate and aggressive voice and aspects of satisfaction namely with pay, supervision, promotion and satisfaction with co-workers but did not establish their effect on job satisfaction.

A study to establish significance of employee voice mechanisms in the work place by Bennet (2007) using a survey of 140 human resource managers from different organizations in Yorkshire and Humberside, confirms that unions play a significant role in airing aspirations of workers. Employee voice was conceptualized as direct and indirect. Direct voice was considered to exist in communication channels while indirect voice to consultations and negotiations. He compared various mechanisms of employee voice by classifying voice as direct and indirect. The findings showed that direct voice was used at around 30% and indirect voice through trade unions constituted about 70%. He concludes that voice mechanisms are well embedded in organizations thereby explaining their role in meeting aspirations of employees. Bennet (2007), however, failed to show the link between employee voice and their aspirations.

Research by Batt et al. (2001) on employee voice, human resource practices and quit rates in USA revealed that union representation significantly predicted lower quit rates after controlling for compensation and a wide range of other human resource practices that may be affected by collective bargaining. Using stratified random sampling of 302 managers, direct participation via offline problem-solving groups and self-directed teams was found to be significantly negatively related to quit rates, but nonunion dispute resolution procedures were not. In addition, higher relative wages and internal promotion policies significantly predicted lower quit rates, while contingent staffing, electronic monitoring, and variable pay predict significantly higher rates. While turnover is a function of job satisfaction or dissatisfaction, the research revealed that voice mechanism, whether direct or indirect, are deterrents to most job quits in USA.

A study by Bender and Sloane (1998) on job satisfaction, trade unions and voice in Britain has revealed different findings. Using a survey carried out between 1986 and 1987 of 1,000 respondents drawn from different parts of Britain, the study, which was controlled for very good industrial relations and good industrial relations and analyzed according to gender revealed the following: females in union had effect on overall job satisfaction of ( $\beta=-.449$ , std error=.191) while men in manual labour and in union had effect on overall job satisfaction of ( $\beta=-.362$ , std error=.212) in a context where union is seen to be fighting with the management. Through probit regressions, Bender and Sloane (1998) revealed that where there was very good industrial relations at work, females in union had an effect on overall job satisfaction of ( $\beta=1.099$ ,std error=0.77) while manual



men in good industrial relations had effect of ( $\beta=1.378$ , std error=0.240). The study looked at one aspect of voice which is union membership in different working conditions, bad and good industrial relations. They conclude that job satisfaction is a complex variable that is affected by employee voice among other factors. The study recommends that good industrial relations be maintained for job satisfaction. They however failed to take care of complementarity of voice by failing to study effect of suggestion schemes and surveys on job satisfaction.

Holland et al. (2011) studied the relationship between employee voice arrangements and job satisfaction using Australian Workplace Representation Survey of 2007. Voice was conceptualized as direct and indirect. Direct voice was considered to be present in the areas of regular meetings, formal employee involvement programmes and semi-autonomous working groups while union voice involved union representation. Holland et al. (2011) found that direct voice index was statistically significant and positive ( $\beta = 0.29$ ,  $p < 0.05$ ), voice was positively associated with job satisfaction ( $\beta = 0.52$ ,  $p < 0.05$ ) while coefficient for union voice was not statistically significant ( $\beta = 0.01$ ,  $p > 0.05$ ). The results for direct voice aspects were; regular meetings between management and staff ( $\beta = 0.35$ ,  $p < .05$ ) and semi-autonomous workgroups ( $\beta = 0.47$ ,  $p < 0.05$ ) were associated with higher job satisfaction. There was insignificant relationship between the presence of a formal employee involvement program and job satisfaction ( $\beta = 0.10$ ,  $p > 0.05$ ).  $R^2$  for direct voice was 0.25, while union voice 0.24. Holland et al. (2011) ignored other aspects of voice such as surveys.

Most of the reviewed literature focused on benefits/outcome of voice in organizations (Hames, 2012; Batt et al., 2001; Bennet, 2007; Dwomoh, 2001, Spencer 1986). The benefits of voice revealed by the studies include employee retention, improved performance and meeting aspirations of both workers and management, however, the link between voice and job satisfaction was never focused. Dwomoh (2001) emphasized the link between employee participation and performance, Spencer (1986) looked at voice and retention, Bennet (2007) focused on voice and goals of an organization and Hames (2012) investigated voice and work related outcomes, none investigated the link between voice and job satisfaction.

Few studies have investigated the link between voice and job satisfaction (Muindi, 2010; Holland et al., 2011; Bender and Sloane, 1998; Rusbult et al., 1988; Hagedoorn et al., 1999) though not conclusively. While Muindi (2010) studied the relationship between participation in decision making and job satisfaction, she left other aspects of voice such as joint consultation and attitude surveys. Holland et al. (2011) studied the relationship between direct voice, indirect voice and job satisfaction excluding other aspects like suggestion schemes. Rusbult et al. (1988) investigated responses to declining job satisfaction and found that voice is elicited by both reduced job satisfaction and increased job satisfaction. Conceptualization of voice was taken as employee participation, other aspects of voice were not considered. A study by Hagedoorn et al. (1999) operationalized voice as constructive and destructive without making a clear distinction between the two. Further, voice was considered as a reaction to problematic situation. Hagedoorn et al. (1999) failed to capture the real voice constructs in his study. Bender and Sloane (1998) only looked at one aspect of voice, unions and ignored others like surveys and suggestion schemes.

Hagedoorn et al. (1999) and Muindi (2010) never established the effect of voice on job satisfaction but only established association between few aspects of voice and job satisfaction. The two studies did not establish the effect of joint consultation, suggestion schemes and attitude surveys on job satisfaction. Therefore, application of their findings is limited in achieving job satisfaction. Even though studies by (Holland et al., 2011; Rusbult et al., 1988; Bender and Sloane, 1998) established effect of voice on job satisfaction, they used few aspects of voice and never considered complementarity effect of voice on job satisfaction. Moreover no study linking voice and job satisfaction has been done in private security industry. Consequently the connection between aspects of voice; consultation, attitude surveys and suggestion schemes and job satisfaction is not known in private security firms.

#### **2.4 Employee Characteristics and Job Satisfaction**

Employee characteristics entail the worker dispositions (Jex, 2002). They include several aspects of a person which may not be the same for all employees. Individuals are unique in all aspects, and the way they perceive and interpret different conditions may differ. This difference in individuals is also depicted in the way they perceive job satisfaction. People demonstrate different personality types which, in most cases, dictate how they

behave. Personality of individuals is determined by their historical, cultural, developmental, organizational and interpersonal experiences (Veroff, 1983). Personality is prone to changes depending on the environment (Mullins, 2010). Motivation is another element which is a personal factor. Definitions of motivation capture it as a personal factor, intentional, multifaceted and a factor that influences action and is influenced by needs and expectations at work.

Motivation is both intrinsic and extrinsic (Ryan and Deci, 2000). Mullins (2010) explains that extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. These factors are beyond control of individuals but determine their level of job satisfaction. According to Mullins (2010), intrinsic motivation is related to psychological rewards such as opportunity to use one's ability, sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. The psychological rewards are those that can be determined by individual managers. The existence of both extrinsic and intrinsic motivation influences people differently. The higher set of motivational needs work together with other elements such as economic rewards, intrinsic satisfaction and social relationships. Mullins (2010) says that a person's motivation, job satisfaction and work performance will be determined by their comparative strength of these sets of needs and expectations and the extent to which they are fulfilled.

Motivation to work is also determined by what employees expect to get after doing the work. According to Vroom (1964), the value and the belief that if one thing is done, it will lead to another and the probability that the outcome will be realized is what motivate a person. Vroom (1964) explains that motivation is likely to exist when the perceived relationship exists between performance and outcome which is seen as a means to satisfaction. The strength of expectations is affected by past experiences at work such as change in payments, work conditions or promotion.

Another personal element is frustration which is a response to blockage of a desired goal and results in defensive behaviour. Frustration can be expressed in many forms such as aggression; regression, fixation and withdrawal (Mullins 2010). All these affect job satisfaction. Emotional intelligence is a personal factor that also affects job satisfaction.

According to Goleman (1995), emotional intelligence means the following: self-management which is the ability to control and redirect disruptive impulses and moods and regulate own behaviour coupled with a propensity to pursue goals with energy and persistence. Competencies associated with self-management are self-control, integrity, adaptability, openness and a strong desire to achieve. Secondly, it may also mean self-awareness which is the ability to recognize and understand emotions and drives as well as their effect on others. Competencies of self-awareness include self-confidence and emotional self-awareness. Third, is the social awareness which is the ability to understand the emotional make-up of other people and treating people according to their emotional reactions. Social awareness competencies entail expertise, organizational awareness, cross cultural sensitivity and service to customers and clients. Lastly, are the social skills which entail proficiency in managing relationships and building networks to get the desired result from others and reach personal goals. This includes ability to build rapport. The level of emotional intelligence of a person affects his or her perception of his job leading to job satisfaction (Bandura, 1986). Employee characteristics are determined by education and training, employee experience, culture, interests, age, and expectations of the employee.

Sababu (2010) suggests that an employee's education, training and development are meant to improve job performance. He asserts that training helps an employee to develop a high level of discipline and also solve problems which would otherwise be difficult. Training allows for upward promotion of employees which leads to achieving job satisfaction. An employee who is trained for the job is likely to experience job satisfaction than one who has no training at all. An employee's experience is a function of the environment under which an organization operates and it affects job satisfaction of its employees. According to Schmidt, Hunter and Outer Bridge (1986), job experience allows an employee to have job knowledge which is necessary for job performance. In most cases, an organization is considered to comprise the operating component including people and the administrative component comprising supervision and coordination.

Groups within organizations influence the behaviour of workers. Informal groups are formed by members of an organization to serve specific interests like perpetuation of informal culture, social control and provision of interest (Nzuve 2010). Formal groups and teams have a formal structure guided by the organization's structure and design and

are formed with a purpose through combined efforts of members (Mullins 2010). Within groups or teams, members have an expected code of behaviour which defines acceptable standards. The degree of cohesiveness that groups achieve will influence their perception. If members of a group are highly compatible, that is, sharing common things such as attitude, values and shared background, then their perception on job satisfaction is likely to be the same. An employee's age has an impact on job satisfaction level. Young employees feel that they still have opportunities to improve themselves so they cannot be committed to a profession as opposed to older employees who aim at settling down. Mullins (2010) observes that age goes hand in hand with experience and it dictates the level of satisfaction level of employee.

According to dispositional approach to job satisfaction (Judge et al., 1997), employee characteristics influence their job satisfaction. Personality aspects of a person influence level of job satisfaction. Employee characteristics can be acquired depending from past experiences. For purposes of this study, only employee characteristics that are measurable were used as interests and culture could not be measured easily. Studies that have been conducted on the effect of employee characteristics on job satisfaction and findings prove that indeed, employee characteristics affect their job satisfaction.

In the United States of America, Lee and Wilbur (1985) studied the effect of personal characteristics on job satisfaction where subjects were 1,707 public employees who responded to questionnaires. The results showed that job satisfaction increased with age. Younger employees were less satisfied overall with their jobs, especially with the intrinsic characteristics of the work. Older employees were more satisfied with the extrinsic characteristics than were the two younger groups of employees. When the effects of salary, job tenure, and education were reviewed independently as well as simultaneously, the same differences were found which implied that age had an impact on the relationship. However, when the effect of job characteristics was added to the combination and partialled out, the intrinsic characteristics factor was no longer significant. This indicated that employee experience is another characteristic that determines job satisfaction. A study by Karacan (2011) on job satisfaction of security guards showed that employees who had job experience of over nine years in their job had a higher degree of satisfaction.

Bilgic (1998) investigated the relationship between job satisfaction and the personal characteristics of 249 Turkish workers in different occupations and job positions. Bilgic (1998) while using two scales, job satisfaction scale(JCC) and Minnesota Satisfaction Questionnaire(MSQ) found that monthly pay(income) explained 6% variance in job satisfaction scale( $\beta = .26$ ;  $R^2 = .06$ ) and an even larger amount of the variance in total job satisfaction as measured by the MSQ ( $\beta = .35$ ;  $R^2 = .12$ ). The variables of monthly income, education, and gender explained 17% of the variance for items related to concern for productivity and responsibility ( $p = .28, .20, \text{ and } .19$ ;  $R^2 = .17$ ); 14% of variance for items related to task-related conflict was explained by the variables of income, education, and years of work experience ( $p = -.18, -.25, \text{ and } .14$ ;  $R^2 = .14$ ) number of children and years of experience on the job explained 12% variance in job satisfaction in response to job while satisfaction with policy, income explained 5%. He however found that marital status and education were not associated with job satisfaction. Bilgic (1998) however, failed to investigate effect of expectations and professional training on job satisfaction respondents were from different occupations

A similar study to that by Bilgic (1998) was conducted by Alzoubi (2012) in Jordan using 858 employees of both private and public enterprises. Findings revealed that the following demographics had a significant relation with job satisfaction as follows: salary( $r=-0.25$ ), age ( $r=-0.05$ ), tenure ( $r=0.44$ ), education ( $r=-0.22$  and gender ( $0.30$ ) all at  $p \leq .01$ . Findings show that job tenure is the best predictor of job satisfaction ( $R^2 = 4\%$ ) followed by gender ( $R^2 = 3\%$ ) and that salary least predicted job satisfaction( $R^2 = 2\%$ ). Salary had a curvilinear relationship with job satisfaction; it varies with different salary levels. Alzoubi (2012) observed that the determinants of job satisfaction are due to various factors such as intellectually challenging tasks, ability to control, feedback, training adequacy, supportive supervision, supportive co-workers climate, financial rewards, and recognition. He however, failed to investigate the link between professional training and expectations. The study also involved employees from both private and public sector and from different occupations making it difficult for generalizations.

Young et al. (2014) in a study done in Michigan on the tenuous relationship between salary and life satisfaction also studied employee characteristics and job satisfaction. Using an online survey of 79 working adults in Michigan, findings show that there is a significant negative relationship between salary and job satisfaction ( $\beta = -3.9$ ,  $R^2 = 14\%$ ,

$p \leq 0.01$ ). Mottaz (1984) studied the relationship between education and overall work satisfaction. Using 1385 workers in USA, results indicate that education has an indirect positive effect on overall work satisfaction. He explains that education may increase work satisfaction by increasing rewards and if it does not, then it serves to reduce work satisfaction. Mottaz (1984) concludes that better educated people tend to have lower job satisfaction. The study however, did not investigate the relationship between job satisfaction and other employee characteristics such as age, gender

Diaz-Serrano and Cabral Vieira (2005) did a comparative study in Europe on levels of pay and job satisfaction. Using 1994-2001 house hold panel data, they found that low paid workers reported a lower level of job satisfaction compared to highly paid counterparts. They noted that there are significant differences in determinants of job satisfaction across countries. The study recommends use of different policies for different countries to improve quality of jobs and not salary increment which might worsen job satisfaction in some countries.

Jugde et al. (2010) carried out a meta- analysis of literature on job satisfaction pay and pay satisfaction of studies existing in top management journals namely: Academy of Management, Journal of Applied Psychology, Organizational Behaviour and Human Decision Processes and Personnel Psychology between 1990 and 2007. Findings reveal that there is correlation between pay and job satisfaction ( $r = .15$ ) while that between pay and satisfaction with pay ( $r = .23$ ). The study however, did not investigate the link between job satisfaction and age, gender, experience, marital status and education.

In a study to investigate whether wage rank affect well-being of employees, Brown et al. (2008) revealed that rank was important determinant of job satisfaction. Using a survey of 16,000 employees from 900 work places in the UK in the year 2005, the study investigated the level of satisfaction within different ranks within organizations. Employees showed that their satisfaction is gained partly from the individual's ranked position of a wage within a comparison set and not simply the amount of wage. Study concludes that ranks should be considered in designing employee pay within organizations to achieve job satisfaction.

Studies by Lee and Wilbur (1985) and Bilgic (1998) focused on employee characteristics that have an effect on job satisfaction. Age, salary and experience are important predictors of job satisfaction. This means that younger employees who are highly educated and less experienced on the job are likely to be less satisfied with their jobs while older employees who are experienced, well paid and qualified are likely to be satisfied. While Bilgic (1998) used employees from different companies, their findings are different from Alzoubi (2012) who focused on education, salary and age and found that they weakly predicted job satisfaction. Young et al. (2014) and Diaz-Serrano and Cabral Vieira (2005) focused on salary and job satisfaction and also found contradicting results.

These previous studies on the relationship between employee characteristics (Young et al., 2014; Alzoubi, 2012; Diaz-Serrano and Cabral Vieira, 2005; Bilgic,1998; Mottaz 1984; lee and Wilbur 1985) have focused on age, gender, job tenure, marital status, pay, education and experience and their findings suggest that association between employee characteristics and job satisfaction varies across organizations and professions. The studies, however, have failed to investigate the association between employee expectations and professional training on job satisfaction despite theory suggesting that they affect job satisfaction. Consequently, the link between employee expectations, professional training and job satisfaction is not known. This suggests that managers may not know adequately how to fully achieve job satisfaction. While previous studies linking employee characteristics and job satisfaction have been done in USA and Europe, no such study has been done in Africa particularly in the private security sector. Therefore, the effect of employee characteristics on job satisfaction of security guards is not known.

## **2.5 Effect of Employee Characteristics on the Relationship between Employee Voice and Job Satisfaction**

A moderator is a quantitative or qualitative variable that affects the strength or can completely alter the direction of the relation between an independent and dependent variable (Baron and Kenny, 1986). They consider a moderator as a third variable that affects the zero-order correlation between two other variables within a correlational analysis. In the analysis of variance (ANOVA) terms, a basic moderator effect can be represented as an interaction between a focal independent variable and a factor that



specifies the appropriate conditions for its operation. The purpose of moderation analysis is to discover the hidden effects in relationships

Review of previous literature on voice- job satisfaction link has shown contradictory results. Muindi (2010) found strong positive association between participation in decision making and job satisfaction ( $r=.880, p=.000$ ), while Holland et al. (2011) found positive association between direct voice and job satisfaction. Direct voice accounted for 25 % variance in job satisfaction while union voice accounted for 24% variance in job satisfaction. Hagedoorn et al. (1999) found both positive and negative association between considerate voice and aggressive voice. The association between considerate voice and job satisfaction was ( $r=.170, p=.000$ ) while that between aggressive voice and job satisfaction was ( $r=-.30, p=.000$ )

Investigations by Bender and Sloane (1998) showed that unions had a negative effect on job satisfaction ( $\beta=-.449, p=.000$ ) where there is poor industrial relations while where there is good industrial relations, effect of union on job satisfaction among female was ( $\beta=1.099, p=.000$ ) and among men was ( $\beta=1.378, p=.000$ ). The study suggests that gender has a role to play in the relationship between voice and job satisfaction

Study by Rusbult et al. (1988) revealed that high satisfaction and investment encouraged voice and loyalty and discouraged exit and neglect. The study also showed that when employees experienced reduced satisfaction, they showed increased intentions to engage in exit, voice, and neglect and evidenced reduced loyalty. The researchers defined voice as being actively and constructively trying to improve conditions through discussing problems with a supervisor or co-workers, taking action to solve problems, suggesting solutions, seeking help from an outside agency like a union, or whistle-blowing. Voice and loyalty were found to be constructive responses in which an individual attempts to revive or maintain satisfactory employment conditions, whereas exit and neglect were more destructive. So in both satisfaction and reduced satisfaction, employee voice was evident and no explanation was given for this.

The analysis of survey data by Rebuilt et al. (1988) also revealed that association between job satisfaction and voice was significant and negative ( $r=-.09, p<.01$ ). While the study found that voice was predicted by job satisfaction, investment on the job and

quality of alternatives, multiple regression of the three variables gives beta coefficient of job satisfaction ( $\beta = -.071$ ,  $p = .000$ ) and that the three variables only account for only 8.2 percent variance in voice. The findings by Rusbult et al. (1988) also suggest that the link between voice and job satisfaction is both positive and negative.

In USA, a study by Zhou and George (2001) on when job dissatisfaction leads to creativity encouraging the expression of voice, involved 149 respondents who were employees of a petroleum drilling company. The study focused on the conditions under which job dissatisfaction would lead to creativity as an expression of voice. The findings revealed that employees with high job dissatisfaction exhibited the highest creativity when continuance commitment was high under the following circumstances, when there was feedback from coworkers, when there was support from coworkers and when there was perceived organizational support for creativity, voice being creative action. Creativity was considered a function of prevailing support from both staff and organization. The researchers suggested that further research could be done to determine personalities that are likely to engage in voice suggesting that employee characteristics could be a moderator. However, the research did not consider existence of voice when there was no dissatisfaction with the job, which also contradicts other findings which revealed that voice led to job satisfaction.

Investigations on moderation effect of employee characteristics on work variables has received least attention. Study by Hunter and Thatcher (2007) done in USA on effects of stress, commitment and job experience on performance is of relevance. In a survey conducted between 1997-2007 using 419 sales managers in the National Bank, results showed that job experience positively moderated the link between commitment and job satisfaction.

A study conducted by Oshagbemi (2000) in United Kingdom on gender differences in job satisfaction of university teachers focused on moderation effect of gender on work variables. Using a survey involving 337 men and 217 females, the study found that gender does not affect job satisfaction of university teachers but the interaction between gender and rank had an effect on job satisfaction. This suggested that gender had a moderation effect on the relationship between rank and job satisfaction.

Previous studies linking voice and job satisfaction have shown both positive and negative associations (Holland et al.,2011; Muindi,2010; Hagedoorn et al.,1999; Rusbuilt et al.,1988). This suggests existence of moderation process in the relationship (Dawson, 2014; Baron and Kenny, 1986). Muindi (2010) suggested that employee characteristics could be impacting on the relationship but never tested this. Zhou and George (2001) suggested that further study could be done to determine characteristics that are likely to participate in voice. Despite voice-job satisfaction link being a significant determinant of performance in organizations, no explanation has been given for the mixed relationship. This suggests that managers are limited in achieving performance through employee voice. Few studies on moderation effect of employee characteristics have not focused on the relationship between voice and job satisfaction (Hunter and Thatcher, 2007 and Oshagbemi, 2000). No study has investigated the effect of employee characteristics on the relationship between employee voice and job satisfaction. Therefore, the effect of employee characteristics on the relationship between employee voice and job satisfaction is unknown.

## **2.6 Summary of Literature and Gap**

Theories have suggested that employee job satisfaction is caused by a number of factors within the environment comprising satisfiers and dissatisfies. Among the satisfiers are employee recognition, work itself, responsibility, advancement and growth. Employee voice is a form of recognition which is a way of empowering employees. It includes all processes that empower employees directly or indirectly. Forms of employee voice include joint consultation where employee representatives give views of employees to the organization, suggestion schemes where views of employees are sought and attitude surveys. It has been suggested that job satisfaction has many constructs. However, these are generated by the work environment and include job security, safety at work, advancement opportunity, job independence and autonomy. Theories have held that employee characteristics affect their job satisfaction and that employee characteristics are not the same as they have different experiences, interests, age, education and training and expectations.

Studies in security firms in Kenya have attributed poor performance of the firms to lack of regulation but have not considered the extent of voice which could be the cause of poor performance. Studies have not investigated the link between employee voice and job

satisfaction in private security firms. Therefore, extent of voice of security guards remains unknown, the link between voice and job satisfaction is also unknown. Studies on the effect of voice on job satisfaction have shown that voice and job satisfaction are both negatively and positively linked. Previous studies on employee characteristics and job satisfaction have shown that this relationship varies from one organization to another and across occupations. The link between voice and employee characteristics is not known in security firms. It has been suggested that employee characteristics may be moderating the relationship between variables though this has not been ascertained.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

This chapter outlines the methodology used in the study. It highlights the overall research paradigm and design that guided the study. It presents the research procedure that was used to address the research problem relating to employee voice and job satisfaction. The chapter also specifies the study area, the study population/target population and the sampling procedures, clarifies the instrument that was used for data collection, procedures of data collection, reliability and validity tests for the instrument and the techniques that were used to analyse data.

### **3.1 Research Design**

The research methodology used for the study was quantitative and the approach was positivist due to the belief that research focuses on facts, examines causality and fundamental laws and then simplifies elements (Armstrong, 2009). Positivism is referred to as phenomenology because it can address a wide range of situations at the same time and may be relevant to policy decisions if statistical data is aggregated in large samples (Easterby-Smith et al., 1991). As observed by Valentine (2006), a positivist perspective has dominated mainstream management research and theory. This assumes a broad view concerning the goals and practices of management. Management is seen as a purely instrumental process, objective, neutral and simply concerned with methods to ensure control and efficiency in organizations thus supporting positivism. The study adopted the positivist approach in order to examine true facts that were relevant to decision making.

The study adopted a cross-sectional survey type of correlation design. Correlation is aimed at determining nature, degree and direction of relationships. The design was expected to test hypotheses and meet the objectives of the study. Survey is viewed as being suited for such research (Sekaran, 2006). The approach was effective in handling research which needed information from different people and there was convenience of comparison. Survey is also suitable where the purpose of the study is to determine the extent to which variables relate to each other (Nachmias and Nachmias, 2008) and it provides both logical and statistical inference.

### 3.2 Study Area

The study focused on private security firms that operate in Western Kenya, a region that covers 20,013.4 kms<sup>2</sup> with a population of 9,792, 196( Kenya National Bureau of Statistics, 2009). The area of research was Western Kenya (formerly Western Province and Nyanza) located at (0°30'N 34°40'E). The study was conducted in towns and centers within the Western region where the target population was mainly found. The centers were chosen based on commercial activities as security firms are known to guard commercial enterprises and institutions. The map of the study area is attached as Appendix IV

### 3.3. Target Population

The total study population consisted of private security guards in Western Kenya. The study focused on 40 security firms that operate in Western Kenya region with a total population of 12,359. Appendix (III) provides this information.

### 3.4 Sample and Sampling Procedure

The sample size drawn was 385 guards. The sample size was determined as follows:

The sample size was determined using the following formula by Yamane (1967), as cited in Israel (1992).

$$n = \frac{N}{1 + Ne^2} \quad (3.1)$$

Where  $n$  = Sample Size

$N$  = population size

$e$  = level of precision at 95%

For Western Kenya, the sample size was calculated as follows:

$$n = \frac{12359}{1 + 12359(.05)^2}$$

$$n = 385.38$$

$$n = 385$$

Stratified random sampling was used to obtain a sample from each security firm. This was done by first getting the population of guards of each security firm. Proportional

allocation was used to determine the number of guards per firm. Finally, simple random sampling was used to select respondents. Stratified random sampling facilitated achievement of the desired representation of various sub groups within a population of distinct categories of different sizes (Mugenda, 2008). See Appendix (III) for population and sample. Respondents were met at their places of work.

### **3.5 Response Rate**

The respondents consisted of security guards drawn from forty private security firms in Western Kenya. Pilot study involved 10 respondents from Bedrock Security. A total of 400 questionnaires were distributed which was above the sample size of 385 due to non-response rate experienced by previous researchers in security firms (Kimosop, 2007). According to Kotrlik and Higgins (2001), oversampling is allowed if the response rate is known in previous studies of such nature. Out of 400 questionnaires issued, a total of 385 were returned.

### **3.5 Type of Data and Collection Methods**

#### **3.5.1 Source of Data**

Primary data for the study were generated from structured questionnaires given to the respondents. Data generated provided information on employee voice, characteristics and job satisfaction. Secondary data were not availed as managers considered it a breach of security.

#### **3.5.2 Data Collection Procedure**

A letter of introduction was obtained from the University. The data collection instruments were produced and packed. Identification and training of four research assistants was done. A scouting visit to the regional offices of private security firms was done in order to identify any significant challenges that might arise. The purpose of the preliminary visit was to declare intention to serve the research instrument and to get to know the exact points to locate security guards.

Research assistants personally administered the data collection instrument accompanied by a letter of introduction to the respondents. Depending on individual speed in filling the forms, they were collected immediately after completion, or depending on the

respondent's wish. However, the period allowed was not more than a week as this was to ensure that respondents did not forget to fill the questionnaires.

### **3.5.3 Data Collection Instrument**

The data collection instrument was a structured questionnaire designed to reflect workers attitudes towards their jobs and the extent of voice usage in their organizations. The instrument was adapted from Saunders et al. (1992) and Rusbult et al. (1988) questionnaires used in voice and job satisfaction survey respectively. The questionnaires captured the main study variable namely; employee voice, characteristics (demographics) and their job satisfaction. Questionnaires are known to be instrumental in obtaining answers on the key issues explored by the research (Armstrong 2009). The items in the questionnaire captured the theoretical constructs developed based on the literature review. The job satisfaction questionnaire was scored on a Likert scale ranging from (1) for very satisfied to (5) for very dissatisfied. This was to ensure high statistical variability among the survey responses.

### **3.5.4 Reliability Test**

According to Mugenda and Mugenda (2003), reliability refers to the extent to which an experiment, test, or any measuring procedure yields the same results on repeated sub trials. To achieve reliability, Bedrock security was randomly selected for pilot study. Random sampling was used to select 10 respondents consisting of six males and four female guards at Bedrock Security firm who participated in the study. There was no rule used in determining the number of respondents to used (Melody and Herztog, 2008). However care was taken to isolate those guards who participated in the pilot not to participate in the final study.

Questionnaires were administered personally to the guards after introduction. These were collected immediately upon completion or depending on respondents' wish. They were allowed two or three days to ensure that they did not forget to fill the questionnaires. Where interpretation was required, this was done to facilitate the exercise as some of the respondents requested. Response rate for pilot study was 100 percent.

Upon collection of the filled questionnaires, they were inspected for completeness then coded for processing using SPSS. Data generated from the pilot study revealed that all



the guards earned a salary of Kshs (5000-10,000), seven had achieved secondary education while three achieved primary education. The distribution of their ages showed that (0-25) years were three, (26-30) years were five and the remaining two were aged between 31-40 years. Analysis also revealed that six guards had less than four years' experience on the job and the remaining four guards had over 5 years' experience.

Overall reliability of the data collection instrument was determined through Cronbach's Alpha coefficient ( $\alpha=.968$ ). The job satisfaction subscale was reliable at  $\alpha=.916$  while employee voice subscale was reliable at  $\alpha=.971$ . This showed that the instrument was consistent and stable as the recommended value of .7 and above is reliability (Peterson, 1994).

### **3.5.5 Validity Test**

Validity is the degree to which an instrument measures what it purports to measure (Mugenda, 2008). For face validity, the instrument was reviewed by experts in human resource who verified that it reflected concepts of the study (Zikmund et al., 2010; Doodley, 2001). Content validity refers to the extent to which an instrument addresses the whole concept of the variable under study (Van-Saane et al., 2003). Content validity for job satisfaction scale was determined by first looking at theoretical foundations of job satisfaction. The following theories were considered: dispositional theory (Judge et al., 1997), two factor motivation theory (Herzberg et al., 1957), job characteristics model (Hackman and Oldham, 1976), and factors were recorded. The factors found to be common included; pay and promotion, general work conditions, use of skills, growth and development work relationships and work activities. The scales that had been used in previous studies were also analyzed against the identified factors. Based on the analysis and the work context, the following factors were captured in the scale: job safety (work and work environment), job security, advancement, job independence/autonomy and pay and benefits. Literature analysis (Dundon et al., 2004a, 2004b; Armstrong, 2009; McCabe and Lewin, 1992; Freeman and Medoff, 1984) revealed forms of employee voice were joint consultation, suggestion schemes and attitude surveys.

Convergent validity of the instrument was achieved through reliability analysis of the items of job satisfaction and employee voice.

Table 3.1 gives a summary of reliability of variables before deletion and after.

**Table 3.1 Cronbach's Alpha Reliability Test Results for Job Satisfaction Instrument**

Construct	Scale	Number of Items	Cronbach's Alpha before	Number of Items	Cronbach's Alpha after deletion
Employee job satisfaction	Safety	6	.748	3	.749
	Security	6	.978	3	.984
	Advancement	6	.930	3	.940
	Independence	7	.961	5	.964
	Pay	8	.963	4	.964
<b>Total</b>		<b>33</b>	<b>.916</b>	<b>18</b>	<b>.920</b>

Source: Survey Data, 2015

The original items in the job satisfaction scale were 33 and overall Cronbach's alpha was 0.916. In a bid to increase individual reliability of items whose reliability was low, 15 items were deleted (Carron, Widmeyer and Brawly, 1985). This resulted in increasing the overall reliability to 0.920 thereby increasing convergence of the scale. This was above 0.7 which is the recommended threshold least value (Peterson, 1994). According to Field (2005), an item that causes substantial decrease in overall  $\alpha$  is a cause of concern and should be deleted to achieve convergent validity of the instrument.

**Table 3.2: Cronbach's Alpha Reliability Test Results for employee Voice Instrument**

Construct	Scale	Number of Items	Cronbach's Alpha before	Number of Items	Cronbach's Alpha after deletion
Employee voice	Joint consultation	5	.956	4	.972
	Attitude surveys	5	.970	3	.989
	Suggestion schemes	8	.936	4	.959
<b>Total</b>		<b>18</b>	<b>.971</b>	<b>11</b>	<b>.973</b>

Source: Survey 2015

The original items in the employee voice questionnaire were 18 and overall Cronbach's alpha was 0.971. In a bid to increase individual reliability of items whose reliability were low, 7 items were deleted (Carron et al., 1985). This resulted in increasing the overall reliability to 0.973. This was above 0.7 which is the recommended threshold least value (Peterson, 1994).

Discriminant validity is the extent to which the score of an instrument differs from that of an instrument that measures a related, but different concept for both (Van-Saane et al., 2003). Correlations between all constructs of voice and job satisfaction was performed on the data and in all constructs ( $r \leq .5$ ). According to Van-Saane et al., (2003), when  $r \leq .5$ , it provides good evidence for distinctiveness across sets of constructs.

### **3.6 Data Analysis and Presentation**

Data were analyzed in the numerical order of the objectives. Qualitative data was analyzed using descriptive statistics whereas quantitative data was analyzed using inferential statistics. This approach was deemed appropriate since descriptive methods tend to be stronger in validity but weak in reliability whereas inferential statistics tend to be stronger in reliability but weak in validity (Kibwage, 2002 & Odondo et al., 2007). Moreover, Babbie (1986) indicates that the use of both methods aids the researcher in gaining a higher degree of reliability and validity.

The first objective of the study was to determine the extent of employee voice among security guards in Western Kenya. The extent of voice was analyzed using frequencies, mean and standard deviation. The second objective was to determine the effect of employee voice on job satisfaction and this was analyzed using regression.

The third objective established the relationship between employee personal characteristics and job satisfaction. Regression analysis was used to determine the relationship between variables. Pearson's correlation was used particularly to describe how the variables were related and the strengths of the relationship between employee voice and job satisfaction.

The fourth objective was to establish the effect of employee characteristics on the relationship between employee voice and job satisfaction. Moderated regression analysis was used to determine the moderating effect of employee characteristics on the relationship between employee voice and job satisfaction. However, care was taken to test for multi-collinearity in the final regression output through use of Variance Inflation Factor (VIF) where values less than 10 were treated as acceptable. Furthermore, other regression diagnostic tests such as test for normality of independent variables and linearity were performed to establish the reliability and validity of the regression model.

### 3.6.1 Model specification

This involves the regression of the dependent (employee job satisfaction) variable on the independent variable (employee voice), the potential moderating variable, and the cross-product interaction term of the independent variable and the potential moderating variable. If the cross-product interaction term produces a significant change in the R-square value (that is, significantly increases the amount of variance accounted for in the criterion variable), then the moderating variable is identified as having a significant effect on the nature of the relationship between employee voice and job satisfaction. The moderated regression analysis used to test data is mathematically presented below.

Model 1 is a regression of the dependent variable and the independent variables, that is, the job satisfaction on employee voice indicators: joint consultation, suggestion schemes and attitude surveys.

#### Model 1

$$Y_i = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \mu_i \quad (3.2a)$$

Where:

$Y_i$  = Individual employee job satisfaction measured on a summated scale ranging from (1) to (5) where (1) represents very satisfied and (5) represents very dissatisfied for five constructs namely safety feelings, job security, advancement opportunity, job independence and comfort with pay.

$b_0$  = Coefficient estimate of intercept

$b_1, b_2$  and  $b_3$  are coefficients of joint consultation, attitude surveys and suggestion schemes respectively

$X_1$  = Joint consultation

$X_2$  = Attitude surveys

$X_3$  = Suggestion schemes

$\mu_i$  = Error (assumed to have a normal distribution and constant variance).

(Adapted from Newbold et al., 2007)

## Model 2

Model 2 is the regression of job satisfaction and employee characteristics.

$$Y_i = b_0 + b_1Z_1 + b_2Z_2 + b_3Z_3 + b_4Z_4 + b_5Z_5 + b_6Z_6 + b_7Z_7 + b_8Z_8 + \mu_2 \quad (3.2b)$$

Where:

$$(Y_i, \mu_2) = \text{As defined in model 1 Equation in} \quad (3.2a)$$

$\mu_2$  is the error term of the model

$Z_1$  is the age,  $Z_2$  is the sex,  $Z_3$  is marital status,  $Z_4$  is pay,  $Z_5$  is education,  $Z_6$  is professional training,  $Z_7$  is experience and  $Z_8$  is expectation.

$b_1$  to  $b_8$  are coefficients of age to expectation respectively.

$\mu_2$  is the error term

(Adapted from Newbold et al., 2007)

## Model 3

Model 3 encompasses the dependent variable (job satisfaction) and independent variables, the potential moderating variable (employee characteristic) and the cross-product interaction term of the independent and potential moderating variable (employee characteristic).

The employee characteristics used in the model was based on those that were found to be significant in Model 2 above. It is recommended that in testing for moderation, centralized values of variables should be used (Dawson, 2014). For this reason, mean centralized value of employee voice was calculated and data for employee characteristics were also mean centered. However, single value representing employee characteristics could not be calculated as they are unique. The interaction between each employee characteristic and voice had to be calculated.

## Moderation Model

$$Y_i = b_0 + b_1x + b_2Z_i + b_3xZ_i + \mu_3 \quad (3.3)$$

**Source:** Adapted from Dawson (2014)

Where  $Y_i$  is the moderated job satisfaction

$x$  is the mean centered voice

$Z_i$  is employee characteristic that is being tested for moderation

$xZ_i$  is the interaction term between centered voice and employee characteristic

$\mu_3$  is the error term for moderator model.

The number of moderator models again depended on the significant employee characteristics since there is no central measure for employee characteristics.

### 3.6.1.1 Correlation Analysis Model

Correlation Coefficient formula instead:

$$\rho = \frac{\sum_i (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_i (X_i - \bar{X})^2 \sum_i (Y_i - \bar{Y})^2}}$$

#### Where

N = number of values in each data set

XY = product of paired scores X and Y

X = X scores

Y = Y scores

$\sum X^2$  = Sum of squared X scores

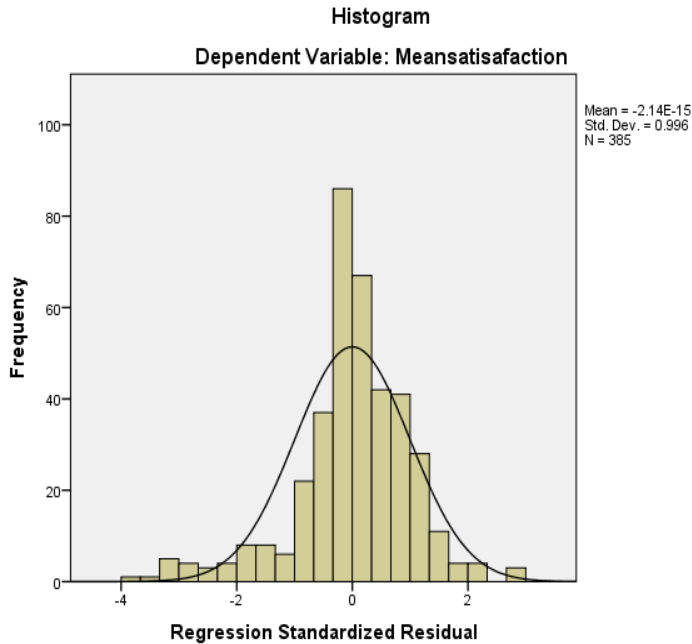
Source: Adapted from Chen and Popovich (2002)

### 3.6.2 Tests for Assumptions of Regression Model

There is need to identify any violation of the underlying assumptions of linearity for a proper analysis of data. The assumptions are that the variables are normally distributed; hence there is no collinearity and homoscedasticity.

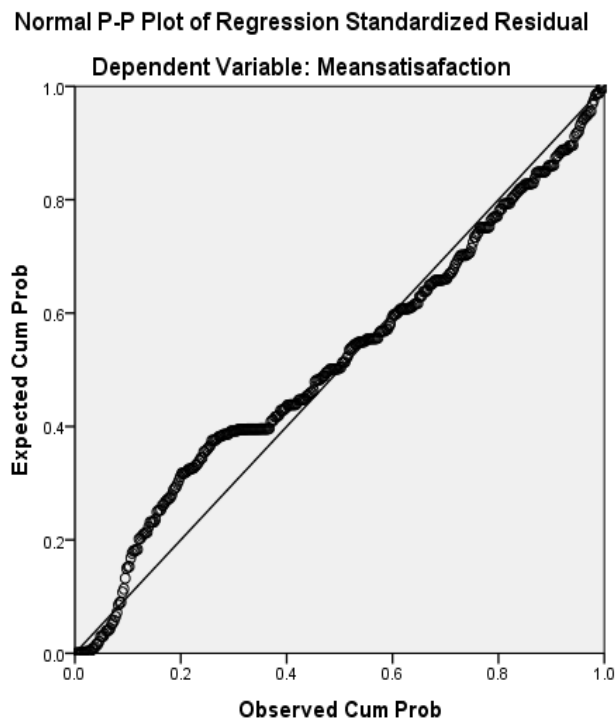
#### 3.6.2.1 Assumption that Variables are Normally Distributed

Regression assumes that variables have normal distributions and this can be determined through visual inspection of data plots, skew and kurtosis. Kolmogorov-Smirnov tests provide inferential statistics on normality but it is suitable for small data therefore it could not be used. The normal P-P plots and scatter plots depicting linearity of job satisfaction are shown on Figure 3.1 and 3.2



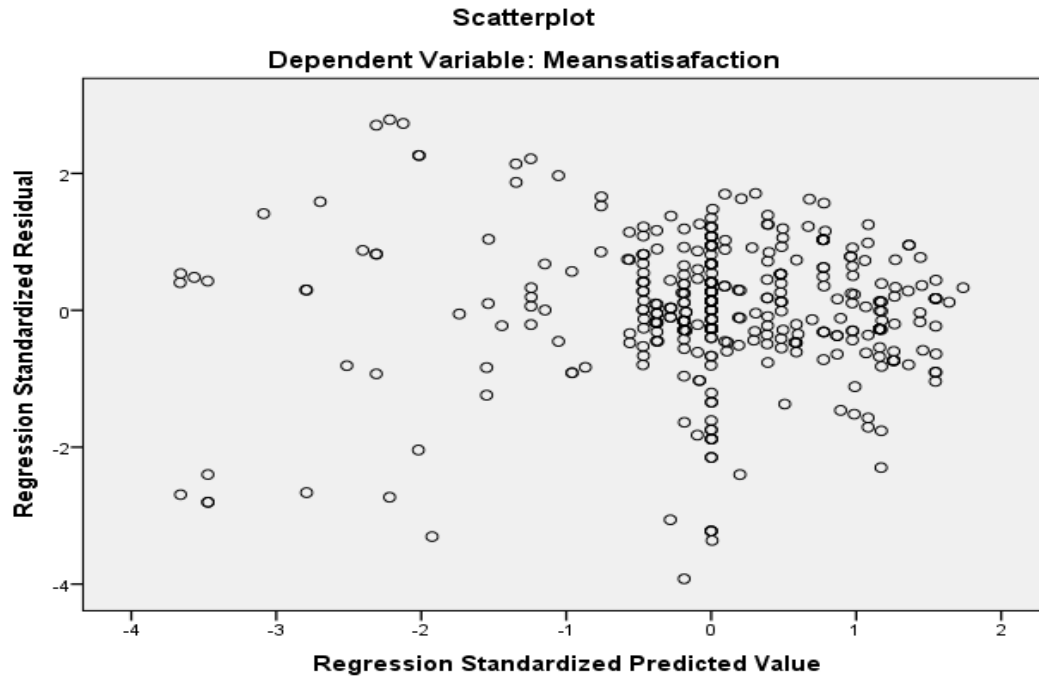
**Figure 3.1 Histogram of regression standardized residual for job satisfaction**

The shape of the curve (Figure 3.2) has a normal distribution (symmetric bell-shaped) histogram which is evenly distributed around zero indicating normality (Field,2005)



**Figure 3.2 Normal P-P plot of regression standardization residual for job satisfaction**

The plots have formed a linear pattern with a line of best fit with most points falling on the line. It looks like a diagonal line which suggests normality (Field, 2005)



**Figure 3.3 Regression standardized predicted value for job satisfaction.**

Points (Figure 3.3) are randomly distributed, they are concentrated along central line and they have created approximate rectangular distribution thus meeting the assumption of linearity and homoscedasticity (Field, 2005)

### **3.6.2.2 Testing for Normality**

Normality was assessed using measures of skewness and kurtosis (Tabachnick and Fidell, 2001).

**Table 3.3 Normality of the data**

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
<b>Job satisfaction</b>	<b>-1.519</b>	<b>.124</b>	<b>3.785</b>	<b>.248</b>
<b>Employee voice</b>	<b>-.703</b>	<b>.124</b>	<b>.640</b>	<b>0.248</b>

**Source: survey 2015**

The figures show that both employee characteristics and job satisfaction of security firms are normally skewed as the normal range falls between 2 and -2 (Newbold et al., 2007)

### **3.6.3 Test for Collinearity among the Constructs of Employee Voice**

Variance Inflation Factor (VIF) was used to test for multi-collinearity among the constructs of employee voice. The results are shown in Table 3.4



**Table 3.4 Test for Collinearity among Constructs of Employee Eoice**

collinearity	Tolerance	VIF
Joint consultation	0.926	1.080
Attitude surveys	0.840	1.191
Suggestion schemes	0.837	1.195

**Source; Survey 2015**

For all the constructs of employee voice namely: joint consultation, attitude surveys and suggestion schemes had a VIF of less than 10. According to Field (2005), VIF values of less than 10 indicates that there is no multicollinearity.

### 3.4 Test for Collinearity among Employee Personal Characteristics

**Table 3.5 Collinearity Test for Employee Characteristics**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Age	.788	1.268
Gender	.876	1.142
Marital status	.912	1.096
pay	.920	1.087
Education	.864	1.157
Professional training	.905	1.105
Experience	.847	1.181
Expectations	.897	1.115

**Source: Survey 2015**

All the variables had a VIF of above one less than 10 which is within the acceptable range(Tabachnick and Fidell, 2001).

### 3.6.4 Test for Independence of Errors (Durbin Watson test)

Table 3.6 gives the independence of errors for voice constructs

**Table 3.6 Independence of errors for employee voice**

D	Unstandardized Coefficients		Standardized Coefficients Beta	Durbin Watson
	B	Std. Error		
(Constant)	2.339	.202		1.678
consultation	.375	.037	.472	
surveys	-.001	.048	-.001	
suggestion	.068	.030	.109	

**Source : Survey data 2015**

The value of Durbin Watson is 1.678. This is within the normal range as value of 2 or nearly 2 indicates that there is no first-order autocorrelation. An acceptable range is 1.50 - 2.50 (Tabachnick and Fidell, 2001)

**Table 3.7 Independence of errors for employee characteristics.**

Model	Unstandardized		Standardized	Durbin Watson
	Coefficients		Coefficients	
	B	Std. Error	Beta	
(Constant)	1.831	.238		
Age	.023	.029	.041	1.696
Gender	.157	.062	.123	
Marital status	.011	.051	.010	
1 Pay	.260	.043	.285	
Education	.121	.045	.132	
Professional training	.078	.049	.075	
Experience	.272	.046	.290	
Good expectations on the job	.115	.046	.121	

**Source: Survey Data 2015**

The Durbin Watson for employee characteristics also lies within the acceptable range of 1.5 to 2. The value of Durbin Watson is 1.696.

## CHAPTER FOUR: RESULTS AND DISCUSSION

This chapter gives descriptive statistics and presents analyses of various responses on items of key variable constructs including moderation analysis on the hypothesized moderator variable.

### 4.1 Respondents' Characteristics

Information relating to age, gender, marital status, years of experience, pay, education and professional training were analyzed in terms of frequencies and presented as follows:

**Table 4.1: Respondent characteristics**

Respondents' characteristics	Distribution	Frequency	percentage
Age of respondents	18-25	14	3.6
	26-30	143	37.1
	31-40	167	43.4
	41-50	51	13.2
	over 50	10	2.6
Gender	Female	65	16.9
	Male	320	83.1
Marital status	Married	341	88.6
	Single	36	9.4
	Divorced	5	1.3
	Separated	3	.8
Pay per month	1000-2000	3	.8
	2001-4900	24	6.2
	5001-10000	218	82.6
	10001-15,000	30	7.8
	15001-30000	10	2.6
Education level	Primary	140	35.8
	Secondary	236	61.3
	College	09	2.9
Professional security training	Yes, with training	268	61.6
	No, without training	117	30.4
Years of experience	0-4 years	270	69.4
	5-10 years	107	27.8
	Over 10 years	08	2.9
Good job expectations	Yes, with expectations	177	46
	No, without expectations	208	54.

Source: Survey Data (2015).

The data shown on Table 4.1 is on employee characteristics. It shows that most of the respondents are aged (31-40) with a frequency of 167(43.4%) followed by those aged (26-30) with frequency of 143(37.1%) while only 14(3.6%) were of age between (18-25) years. Findings also show that private security work is dominated by males with a frequency of 320 (83.1) while females are 65 (16.9%). Majority of the guards are

married at 88.6 %, only 9.4 % are single while the remaining 8% are divorced. Information relating to pay per month revealed that 82.6 % of respondents earn a salary of Ksh (5001-10000). There are security guards who earn as little as Kshs (1000-2000) at 8% (3). Education levels of security shows that 236 (61.3%) of the respondents have attained secondary education, 140 (35.8%) have attained primary education and only 9(2.9 %) have achieved college education. Those with professional training are 268(61.6%) while 117 (38.4%) respondents have no professional security training. Majority have (0-4) years of work experience at 69.4 %, 27.8% have (5-10) years' experience and only 2.9 % of the guards have over 10 years' experience on the job. Findings show that 177(46%) of respondents have good expectations on the job and finally 54 % of respondents do not have good expectations on the job.

Findings of this study reveal that guards are poorly paid as 82.6 % earn a salary of Kshs (5000-10000), that there is high turnover as indicated by years of experience where 69.4% of guards have (0-4) years on the job and low education indicated by 97.1% of security guards having attained primary and secondary education. The findings are supported by (Kasali, 2012; Kimosop, 2007 and Mkutu and Sabala, 2007). However, findings of this study on professional training are contrasting. While (Kasali, 2012; Kimosop, 2007; Mkutu and Sabala, 2007) found that guards do not possess professional training, this study found that 61.6 % have professional security training. Karacan (2012) found that majority of guards in Kacaeli, Turkey were aged between (21-25) years, 87.5 % were single and that high school graduates constituted the vast majority at 93.4%, while turnover was low as majority had 6-8 years of experience on the job, findings of this study show that majority of private security guards are aged between 31-40 years and are also married.

Private security firms in Western Kenya are dominated by males at 83.1%. This can be attributed to the nature of the job which requires guards to work for 12 hours a day. Majority of security guards are married at 88.6 %.This suggests that they have a responsibility to support their family members.

#### **4.2 Extent of Employee Voice**

Employee voices are mechanisms used within the organization to ensure that employees have a say on matters that concern them. The extent of employee voice refers to the scope

of usage of these mechanisms and their effectiveness. The extent of employee voice was measured using 11 items on a scale ranging from (1) to (5) scored from “strongly agree” to “strongly disagree” as shown on Table 4.2. The first 4 items measured consultation, followed by 3 items that captures attitude surveys and the last 4 items on suggestion schemes.

**Table 4.2 Extent of Employee Voice in Security Firms**

	N	1 n %	2 n %	3 n %	4 n %	5 n %	Mean <i>M</i>	Std. Deviation
<b>Joint consultation</b>								
Strong union membership		4(1)	44(11.4)	2(.5)	262(68)	73(19)	3.92	.869
Union representation	385	4(1)	16(4.2)	20(5.2)	227(59)	118(30.6)	4.14	.775
Unions achieve better work conditions	385	0	11(2.9)	21(5.5)	226(58.7)	127(33)	4.22	.673
Unions hold joint consultation	385	0	18(4.7)	20(4.7)	249(64.7)	98(25.5)	4.11	.695
<b>Attitude surveys</b>								
Views sought on issues at work	385	1(.3)	82(21.3)	14(3.6)	238(61.8)	50(13.0)	3.66	.963
Victimized if I give my views	385	1(.3)	131(34)	51(13.2)	130(33.8)	72(18.7)	3.37	1.143
Give recommendation on issues affecting me	385	0	77(20)	28(7.3)	226(58.7)	54(14.0)	3.67	.951
<b>Suggestion schemes</b>								
I know who to approach with problem	385	4(.1)	117(30.4)	11(2.9)	223(57.9)	30(7.8)	3.41	1.035
Ideas by members are ignored	385	3(.8)	77(20)	38(9.9)	207(53.8)	60(15.6)	3.63	.997
There is a grievance procedure	385	3(.8)	85(22.1)	37(9.6)	185(48.1)	75(19.5)	3.63	1.055
There is fairness in addressing workers' concerns	385	14(3.6)	55(14.3)	43(11.2)	206(53.3)	67(17.4)	3.67	1.038
Valid N (listwise)	385					Average	3.77	.927

Source :Survey data 2015

All the 11 items on extent of voice had an overall mean (M) of 3.77 and SD=.927. This shows that most of the respondents disagree that the voice structures mentioned exist at their work place but with less variations as indicated by the standard deviation value. When asked if there was strong union membership, the mean (M) =3.92 and the Standard Deviation (SD) was .869. This proved that there was less variability in responses. Relative to the mean, the data points are close as shown by the value of standard deviation. The implication is that security guards do not agree that there is strong union membership. Unions could be existing but are not strong or they could not be existing at all.

Respondents disagreed that unions help achieve better work conditions (M = 4.22, SD=.673) the item with the highest mean of all the 11 items implying that even those who belong to unions do not recognize importance of unions. This shows that unions do help in improving work conditions of the security guards. The value of standard deviation (.673) shows that there is a pointed distribution where the scores are close to the mean. Joint consultation had a mean (M=4.11) and (SD=.695), implying that security guards disagreed that there are joint consultations with most scores clustered around the mean.

Employee voice was also tested using attitude surveys. Questions that addressed whether guards' views are sought on issues at work or if they are allowed to give recommendations on issues that affect them without victimization was investigated. Results indicate that views sought at work had a mean (M=3.66) and (SD=.963) with 238 (61.8%) of respondents disagreeing that their views were sought at work. This implies that guards' views are not sought with scores fairly close to the mean. Further, 131 (34%) of respondents agreed that they were victimized if they gave their views on matters affecting them at work while 130(33.8%) disagree that they were victimized. The mean (M=3.37) and SD=1.143). This implies that the guards are almost neutral about victimization if views are given and the scores are distant from the mean suggesting that there are those who are victimized and those that are not.

Giving recommendations on issues that affect guards at work had a mean (M=3.67) and SD=.951) with 72.7% disagreeing that they give recommendations on issues affecting them. Respondents confirmed that they did not know who to approach when they had a problem at 223(57.9%), only 4(1%) knew who to approach when they had a problem.

The guards also agreed that they did not have a grievance procedure (185) which is 48.1%, only 3 respondents strongly agreed of existence of grievance procedure in their organizations. Fairness in addressing workers' concerns was at 206 (53.3%) and only 14(3.6%) strongly agreed that there was fairness in addressing their concerns. The standard deviations for all the 11 items were above 0.675 and not constant for all the items. This shows that different firms have different voice practices as depicted by the deviations. The results show that the extent of voice is very low as depicted by overall mean of 3.77 which disagrees with the statement addressing existence of voice in private security firms.

Dundon et al. (2004a) studied the patterns of voice in the U.K. and Ireland and concluded that extent of voice varies from one organization to the other. They summarized voice as communication, problem solving, representation, engagement and a say that employees have at work. Dundon et al. (2004a) never looked at the extent of voice but gave what should be considered when determining extent of voice. On meaning and purpose of voice, Dundon et al. (2004b) observe that there is substantial difference in meaning and practice of voice in organizations given that they considered different organizations. This study looked at the extent by investigating the existence of joint consultation, attitude surveys and suggestion schemes which captures all elements of voice has given by Dundon et al. (2004a) in one sector.

Although previous studies (Dundon et al., 2004a, 2004b) indicated that there are differences in practice of voice, they did not reveal these differences. The current study has revealed extent of voice in security firms in Western Kenya which can be used to make comparisons with other organizations. The study also captured the views of employees who were the security guards and not managers. Managerial implications for the findings on extent of voice is that management of security firms need to embed voice mechanisms in organizations by seeking views of security guards, having clear grievance and problem handling procedures. Security guards should be allowed to form and join trade unions as it can offer them representation, consult with management on matters affecting them to increase extent of voice.



### 4.3 Level of Job Satisfaction

**Table 4.3: Levels of Job Satisfaction of Security Guards**

Frequencies and percentages	1		2		3		4		5		mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
<b>Safety</b>												
level of satisfaction with the risk involved in the job	4	1	38	9.9	6	1.6	285	74	52	13.5	3.89	.793
level of satisfaction with the physical work environment	0	0	40	10.4	13	3.4	225	58.4	107	27.8	4.04	.853
level of satisfaction with status of job in society	0	0	16	4.2	10	2.6	258	67	101	26.2	4.15	.657
<b>Job Security</b>												
level of satisfaction with permanency of the job	0	0	28	7.3	9	2.3	272	70.6	76	19.7	4.03	.716
level of satisfaction with terms of job contract	1	.3	31	8.1	13	3.4	206	53.5	134	34.8	4.15	.841
level of satisfaction with renewal of contract	0	0	26	6.8	15	3.9	227	59.0	117	30.4	4.13	.773
<b>Advancement</b>												
level of satisfaction advancement in terms of promotion	0	0	23	6.0	10	2.6	287	74.5	65	16.9	4.02	.659
level of satisfaction with way of promotions	0	0	31	8.1	8	2.1	218	56.6	128	33.2	4.15	.809
level of satisfaction with training opportunities	1	.3	16	4.2	14	3.6	237	61.3	117	30.6	4.18	.707
<b>Job Independence/Autonomy</b>												
level of satisfaction with process of making decisions	0	0	18	4.7	22	5.7	276	71.7	69	17.9	4.03	.651
level of satisfaction with decisions made for me	0	0	20	5.2	21	5.5	203	52.7	141	36.6	4.21	.766
level of satisfaction with trust in me	0	0	17	4.4	33	8.6	178	45.2	157	41.8	4.23	.786
level of satisfaction with influence over my job	0	0	29	7.5	36	9.6	188	47.0	132	35.8	4.10	.854
level of satisfaction with implementing ideas at work	3	1	52	13.8	33	8.1	185	47.3	112	29.9	3.91	.991
<b>Pay and Benefits</b>												
level of satisfaction with benefits	0	0	13	1.8	3	1.3	237	60.5	132	36.4	4.27	.644
level of satisfaction with services at work	0	0	7	3.1	8	2.1	237	74.5	133	20.0	4.29	.597
level of satisfaction with incentives	1	.3	12	4.7	10	3.1	293	65.2	69	27.0	4.08	.597
level of satisfaction with welfare services	0		18	3.4	15	.5	255	60.5	97	35.6	4.12	.682
Valid N (listwise)											4.11	.743

Source: Survey Data 2015

Satisfaction of security guards was indicated by safety at work, security, advancement opportunity, job independence/autonomy and pay. The first 3 questions in the questionnaire were on safety namely; risk involved in the job, the physical working conditions and the status of the job in the society. On a scale of (1) to (5) representing (very satisfied) to (very dissatisfied) respectively, respondents indicated their level of satisfaction with the above items as shown on Table 4.3. Safety had a mean (M) of 4.026 showing that the respondents were dissatisfied with their safety at work. Risk perception at work had the lowest mean (M) of 3.89 while status in the society had M = 4.15, SD= 0.657. Level of satisfaction with permanency, terms of contract and renewal of contract had a mean of 4.03, 4.15 and 4.13 with standard deviations of .716, .841 and .773 respectively, showing that the respondents were dissatisfied with their tenure.

Advancement opportunity, promotions and training opportunity had mean levels at 4.02, 4.15 and 4.18 and standard deviations of .659, .809 and .708 respectively. Over 90 % of respondents were dissatisfied with advancement in terms of promotions. Further, 89.8% were dissatisfied and very dissatisfied with the way promotions are done and 90.7% were dissatisfied and very dissatisfied with training opportunities.

The means and standard deviations for various aspects of job satisfaction pertaining to autonomy and independence at work were as given. Satisfaction with the process of making decisions had (M) =4.03, SD=.651, decisions made for employees (M) = (4.21), SD=.766, trust on employees had M=4.23, SD=.786 influence over their job (M)=(4.1,SD=.854 and implementing ideas at work had M= 3.9, SD=.991. Of all the five items, four had a mean of above 4 showing dissatisfaction and one had a mean of 3.9, a figure close to four on the scale also showing dissatisfaction.

Satisfaction with pay had highest means, satisfaction with benefits had M= 4.27, SD=.644, services had a M= 4.29, SD=.597, satisfaction with incentives had M= 4.08, SD=.597 and satisfaction with welfare services had M= 4.15.SD=.682. The four items testing on satisfaction with compensation had M= 4.197. This shows that security guards are dissatisfied with the pay package that they receive as depicted by the pointed deviations around the mean. The overall job satisfaction had a mean of 4.02. The findings above show that there is low job satisfaction amongst security guards in Western Kenya.

Previous studies in private security firms have focused on causes of poor performance (Kaguru and Ombui, 2014; Thuranira and Munanye, 2013 and Mkutu and Sabala, 2007) Kaguru and Ombui(2014) examined factors affecting performance of G4S and found that lack of government regulation is a major cause. Thuranira and Munanye (2013) found that security guards are disillusioned and collude with criminals to rob their clients and that guards usually display incompetent behaviour. The study has similar findings to that of Karacan (2011), who found that 64% of security guards were dissatisfied with their wages. Regarding risks involved on the job, 28.3% were unsatisfied. Karacan(2011) also found that the general liking of the jobs was at 77.3 %. Although, there was no statistical significance between the parameters, majority of the participants enjoyed their jobs which contradict findings of the current study.

In trying to address causes of poor performance in security firms, scholars have not investigated level of job satisfaction as a possible cause. They have focused on lack of regulation. While Kaguru and Ombui (2014) did a case study of G4S which may be difficult to generalize because of differences in management, Mkutu and Sabala (2007) collected data through observation and participation therefore could not easily know attitude of workers regarding their work and their main focus was performance. Karacan (2011) studied job satisfaction of security guards in Kacaeli, Turkey a country and region under different work conditions from private security guards in Kenya. However, Karacan (2011) did not find job satisfaction in relation to specific work elements and his findings cannot be applicable to Kenya.

The findings of this study have revealed that job satisfaction in relation to safety, security, advancement, independence and pay is low, a fact which had not been revealed by previous studies.

#### **4.4 The Effect of Employee Voice on Job Satisfaction**

The study sought to establish the effect of employee voice on job satisfaction of security guards in Western Kenya. The study conceptualized consultation to include union membership, representation, and change in work conditions when unions consult while surveys was conceptualized by views being sought at work, whether employees were victimized for views given and also giving recommendations to management while suggestion schemes captured processes and procedures for addressing concerns and

problems like existence of grievance procedure and fairness in addressing concerns by employees.

Due to complementarity nature of employee voice constructs (Holland et al., 2011 and Bryson, 2004), the effect of voice is best determined through multiple regressions. This is due to the interaction of all voice constructs in creating effect on work variables.

The mean value of the three constructs of voice namely joint consultation, attitude surveys and suggestion schemes were used for regression against the mean value of job satisfaction.

#### 4.4: Model for Determining Effect of Employee Voice on Job satisfaction

The study established the linear relationship between employee voice and job satisfaction which is shown on Table 4.4

**Table 4.4 Linear Effect of Employee Voice on Job satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.339	.202		11.587	.000
Consultation	.375	.037	.472	10.281	.000
Attitude Surveys	-.001	.048	-.001	-.022	.983
Suggestion schemes	.068	.030	.109	2.262	.024
R=.508					
R Square=. 258					
Adjusted R <sup>2</sup>	=0.252				

**Source: Survey Data (2015)**

The regression model shows that employee voice which is indicated by consultation, surveys and suggestion schemes all explain 25.8% variance in job satisfaction. The regression coefficients of voice mechanisms are; consultation (B =0.375, P=.000), surveys (B = -0.01, P=0.983) and suggestion schemes (B =.068, P=0.0240).

Depending on the voice scale which ranged from (1) for strongly agree to (5) for strongly disagree and job satisfaction scale also ranging from (1) for very satisfied to (5) for strongly dissatisfied, increase in any of the two scales represent decrease in the variables. Therefore, a unit increase in joint consultation which represents a decrease in joint

consultations causes 0.375 units decrease in job satisfaction while a unit decrease in attitude surveys causes insignificant decrease in job satisfaction and a unit decrease in suggestion schemes causes 0.068 units decrease in job satisfaction.  $R=0.508$  and is significant, while  $R^2=0.258$ , Adjusted  $R^2=0.252$ . The difference between R square and adjusted R is 0.006, a negligible value showing that the model is stable. The result shows that consultation is the most significant determinant of job satisfaction followed by suggestion schemes while attitude surveys are insignificant to job satisfaction.

The findings suggest that when joint consultations reduce, that is, if there is reduction in union membership, representations and consultations, the lesser the level of satisfaction of security guards. Joint consultation is the most significant determinant of job satisfaction in private security firms. This can be attributed to the fact that unions are significantly recognized in labour relation matters in Kenya. Unions negotiate for better salaries and improved work conditions (Bernadian, 2008). Unions also protect, support, advise their members, and offer legal and financial services (Armstrong, 2009; Freeman and Medoff, 1984). Security guards have unions where they have representatives that can address issues that affect them which can result in job satisfaction.

Suggestion schemes are established procedures that employees use to submit ideas/concerns to management. Suggestion schemes include problem/complaints and grievance procedures, channels of communicating ideas and fairness in handling employee matters. The current study result show that suggestion schemes are significant determinants of job satisfaction but with a relatively smaller B (.068,  $p=.024$ ) coefficient. The study results further suggest that if grievances, problem procedures and communication channels have reduced functioning or if their effectiveness reduces, job satisfaction also reduces. Attitude surveys are insignificant determinants of job satisfaction but with a negative B (-.001,  $p=.983$ ) among security guards suggesting that their views are mostly not sought or guards are victimized when they give their views to management therefore surveys may serve to reduce job satisfaction given the high turnover rate. Another possible explanation for this is the levels of knowledge of security guards that may not allow them give valuable contributions to management even if their views are sought. With 35.8 % of guards having only attained primary education, little contribution can be made by the guards.

The value of  $R^2$  in the model is relatively small as results show that all voice constructs account for only 25.8 % variance in job satisfaction. This may be attributed to low voice extent that is experienced in private security firms. The findings are in line with the literature which proposes that the effect of voice on other work variables depends on the degree to which it is embedded in the organization. Low voice extent will have a reduced effect on job satisfaction and vice versa (Holland et al., 2011; Tyler, 1991 and Spencer, 1986). The findings also support Herzberg et al. (1957) theory that recognition of employees, of which voice is part, affects job satisfaction. Hackman and Oldham theory (1976) that job characteristics such as independence /autonomy affect job satisfaction is also supported by the findings.

The complementarity nature of voice mechanisms had to be taken care of by performing multiple regressions of voice constructs against job satisfaction instead of using a composite voice index which might reflect a reduced effect on job satisfaction depending on the composite value (Bryson, 2004). The regression of composite voice against job satisfaction provides coefficient of voice as ( $\beta = .462$ ,  $p=.000$ ) with the predictive power reduced to  $R^2=.183$ , adjusted  $R=.181$  showing an effect which is much different from the above value.

The focus of previous studies has been on the outcome of voice in an organization but not the effect of voice on job satisfaction (Hames, 2012; Bennet, 2007; Dwomoh, 2001; Batt et al., 2001). While Hames (2012) revealed that work related improvements can be derived from positive voice climate, he did not specifically reveal the effect of voice on job satisfaction. Bennet (2007) found the significance of voice at the work place to be a means of meeting employee aspirations. Dwomoh (2001) found that participation by employees in decision making contributes to their performance, Batt et al. (2001) concluded that voice existence in organizations deters quit rates. Their ideas are reinforced by Spencer (1986) who found that employee voice encourages retention of employees. Findings by (Hames, 2012; Be Bennet, 2007 ; Dwomoh, 2001; Batt et al., 2001; Spencer,1986) support findings of the current study though indirectly. As noted by Aziri (2011), increase in job satisfaction leads to improved performance by employees.

Previous studies on the effect of voice on job satisfaction have revealed varied results. Bender and Sloane (1998) results differ from the current study and this can be attributed

to context of study where unions seemed to be fighting management. Findings by Holland et al.(2011) nearly corroborates current results that voice accounts for 25.8 % variance in job satisfaction however complementarity of voice was not taken care.

Findings of the current study supports that of Muindi (2010), which revealed that there is a significantly strong positive correlation between job satisfaction and participation in decision-making. The findings indicate that the level of job satisfaction for workers at the SOB increases proportionately with an increase in their level of participation in decision-making. The high correlations can be attributed to knowledge level of the respondents who were lecturers, highly educated and independent which was noted to be the moderating effect. Finally, the study simply established association between participation in decision making and job satisfaction and not effect of participation on job satisfaction. Moreover, study focused only on participation by employees in decision making and never considered other aspects of employee voice such as unions.

Studies by Rusbult et al. (1988) and Hegedoorn et al. (1999) examined voice as a reaction to different work situations, their findings differ with current study results. Rusbult et al. (1988) and Hegedoorn et al. (1999) studies implies mixed results on the relationship between voice and job satisfaction. Hegedoorn et al. (1999) conceptualized voice as aggressive and considerate voice and failed to show distinction between the two. Furthermore voice structures complement each other, having distinction is practically impossible.

Previous studies linking voice and job satisfaction (Muindi, 2010; Bender and Sloane, 1998; Holland et al., 2011; Rusbult et al., 1988; Hagedoorn,1999) only looked at single aspects of employee voice, union membership and direct voice and their effect on job satisfaction. Previous studies have not investigated the effect of joint consultation, attitude surveys and suggestion schemes on job satisfaction. Current study has found that attitude survey insignificantly determines job satisfaction while suggestion schemes and joint consultation significantly determines job satisfaction and they account for 25.8 % variance in job satisfaction. The null hypothesis that there is no significant relationship between employee voice and job satisfaction was rejected.

A managerial implication is that private security firms should have structures to ensure that employee voice is properly embedded in order to increase job satisfaction. Structures to allow for joint consultation, suggestion schemes and attitude surveys should exist to increase job satisfaction.

#### 4.5: Effect of Employee Characteristics on Job Satisfaction

Multiple regression analysis was done to determine the effect of various employee characteristics on job satisfaction of security guards in Western Kenya. This is due to the fact that all the employee characteristics contribute to job satisfaction.

A summary of regression model between job satisfaction and employee characteristics is presented on Table 4.5

**Table 4.5. Regression model of Employee Characteristics and Job satisfaction**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	1.831	.238		7.702	.000
Age	.023	.029	.041	.800	.424
Gender	.157	.062	.123	2.552	.011
Marital status	.011	.051	.010	.209	.835
Pay	.260	.043	.285	6.033	.000
Education	.121	.045	.132	2.717	.007
Professional training	.078	.049	.075	1.585	.114
Experience	.272	.046	.290	5.900	.000
Expectations	.115	.046	.121	2.525	.012
R=.479,					
R square=.229,					
Adjusted R=.213					

a. Dependent Variable: Job satisfaction

#### Source: Survey Data 2015

The regression summary of job satisfaction and employee characteristics shows that they contribute 22.9 % variance in job satisfaction. Adjusted R square is 21.3, creating difference between R square and adjusted R square to be 1.6 % a value that is less than 5 % therefore showing that the model is stable. The model also shows that for security guards in Western Kenya, years of experience on the job is the biggest determinant of job



satisfaction with ( $B = .272, p=.000$ ), followed by gross pay per month (income) with ( $B =0.260, p=.000$ ), then gender with ( $B = .157, p= .011$ ), education with ( $B = .121, p=.007$ ) and expectations on the job ( $B = .115, p=0.012$ ). The model shows that the following are insignificant determinants of job satisfaction: professional training ( $B =.078,p=.144$ ), age ( $B =.023,p=.424$ ) and marital status( $B =.011,p=.835$ ).

Based on job satisfaction scale which had (1) for very satisfied and (5) for strongly dissatisfied, for ease of interpretation, employee characteristics were also coded such that a decrease on the scale represented a decrease on the characteristics. The interpretation of the results is that a unit decrease in years of experience on the job causes a decrease in job satisfaction by 0.272 units while a unit decrease in gross pay of security guards decreases their job satisfaction by 0.260 units. The fact that a guard is a female decreases job satisfaction by 0.157 units and a unit decrease in the level of education decreases job satisfaction by 0.121 units, while the fact that there is a unit decrease in expectations on the job decreases job satisfaction by.115 units.

The study findings suggest that the lesser years of experience on the job, the lesser the job satisfaction. This may be attributed to the fact that experience enables an employee to gain skills and find better ways of doing his work. Private security firms in Kenya are faced with high turnover (Mkutu and Sabala, 2007:Kimosop, 2007) and due to this, years of experience may serve to satisfy security guards if majority do not serve for a period that can enable them gain experience on the job. To increase job satisfaction of security guards, management should consider retaining employees on their jobs through motivation, reward system and a provision of favourable working environment.

Increasing pay for security guards will serve to increase their job satisfaction because the lower the pay, the less the level of job satisfaction. This may be due to the meager salary that security guards earn as revealed by this study. Results showed that 82.6 % of guards earn between Kshs 5000 to Kshs 10000, 6.2 % of the guards earn Kshs 2000 to Kshs 4 900, with some guards earning as little as Kshs 2000. Reasonable pay can allow security guards to meet their basic needs and make them comfortable. Again, pay should be commensurate to the work that is done. Overtime and risk allowances may serve to increase job satisfaction of security guards.

Male security guards are more satisfied than their female counterparts. This trend may be attributed to the nature of roles that women play which requires them to be at home most of the time. A female security guard will need to arrive at home early to meet family requirements which a male counterpart may not require. Security firms require their employees to work 12 hours a day and this may not be pleasing to women. Good expectations by the guards serves to increase their job satisfaction, managers may offer rewards based on performance to increase job satisfaction.

Age, marital status and professional training do not have a significant effect on job satisfaction of the guards. This can be attributed to the nature of work that is done by private security firms. Private security guards do not require any skill to deliver their services. They are not armed and no intelligence is required in their work. They do not have standards set for performance nor code of conduct (Mkutu and Sabala, 2007). Professional training may not be required at all in this sector as it is known that guards do not have any basic security knowledge (Ombati, 2013). Another reason can be due to selection methods used by security firms. Most private security firms do not consider age because of unemployment situation in the country. Managers of private firms employ guards regardless of age and marital status. Both the old and the young can be employed provided there is a vacancy.

Findings of the current study supports job characteristics theory (Hackman and Oldham, 1976), core self-evaluations theory (Judge et al., 1997) and expectancy theory (Vroom, 1964). Employee experience, education, pay and expectations have a significant effect on the job satisfaction of security guards.

Other studies on effect of employee characteristics and job satisfaction have yielded varied results. Lee and Wilbur (1985) also found that job satisfaction increases with age, job tenure, experience and salary. The above findings are in contention with Alzoubi (2012) and Young et al. (2014) that job satisfaction had a significant, negative relationship with salary. The findings by Alzoubi (2012) and Young et al. (2014) may be attributed to the living standards of employees. When the economic standards of employees are high, a small increment in salary may serve to decrease job satisfaction. Brown et al. (2008) found that salary minimally influenced job satisfaction than the job

rank within the organization. They, however, found a strong link between job satisfaction and position.

It should be noted that a number of factors interact to create job satisfaction among employees, though some factors may not be applicable for different groups of workers (Quarstein et al., 1992). A number of researchers have found a positive relationship between level of education and job satisfaction, whereas others have found a negative relationship (Lee & Wilbur, 1985; Mottaz, 1984; Rogers, 1991). Professionalism has been largely ignored by researchers to be an important factor in job satisfaction while it is expected to be one of the important determinants of performance of security firms.

It is evident that various employee characteristics affect their job satisfaction. However, these characteristics are not the same for all organizations. While salary/income/pay has been found to be positively associated with job satisfaction (Judge et al., 2010; Diaz-Serrano and Cabral Vieira, 2005), others (Young et al., 2014; Alzoubi, 2012) have found a negative association while Brown et al. (2008) found a weak association. Findings by Brown et al., (2008) can be attributed to the living standards of the participants as study was done in the UK. Therefore, the generalization that has long been held that more pay increases job satisfaction does not hold. Education, marital status, experience, number of children and age have been found not to universally affect job satisfaction as different organizations have different determinants.

Previous studies have not been able to come up with a model of job satisfaction and employee characteristics. While Bilgic (1998) used stepwise correlation making it difficult to have a model, Alzoubi (2012) concentrated on the behaviour of satisfaction within different salary levels. Furthermore, all ignored the effect of professional training on job satisfaction and no such study on the effect of employee characteristics on job satisfaction has been done in Kenya. Further, no model for employee characteristics and job satisfaction has been developed for security firms. From this point, one can conclude that salary should not be taken as the single factor that can increase job satisfaction level in the organization.

This current study on the security firms in Western Kenya, has found that significant personal characteristics that affect their job satisfaction are gross pay, education, years of

experience on the job, gender and expectations. Management of security firms need to increase pay to employees, consider their education level while recruiting, give them professional training and allow them a probation period to get good experience on the job. The null hypothesis that there is no significant relationship between employee characteristics and job satisfaction in Western Kenya was rejected. Findings show that pay, gender, education, expectations and years of experience have a significant relationship with job satisfaction.

#### **4.6 The Effect of Employee Characteristics on the Relationship between Employee Voice and Job Satisfaction.**

The study sought to establish the effect of employee characteristics on the relationship between employee voice and job satisfaction in private security firms in Western Kenya. The study tested the interaction of each of the five characteristics of employees namely: pay, education, gender, years of experience and expectations and employee voice on job satisfaction. The effect of each employee characteristic on voice-job satisfaction relationship was determined and not the multiple effects of the five characteristics due to methodological challenge (Dawson, 2014). There is no existing model for five way interaction moderation.

For ease of testing existence of moderation, employee voice which had three constructs namely joint consultation, suggestion schemes and attitude surveys had to be mean-centered and composite value of all three used. Mean centering ensures that regression coefficients of main effects can be interpreted directly in terms of original variable (Dawson, 2014). Mean centering allows for the calculation of interaction term which is key in determining moderation. For this reason, values of employee characteristics were also mean centered.

Testing for moderation was done by determining separate interaction of each employee characteristic with voice. The hierarchical regression was used by first entering employee voice then each employee characteristic in step 1, and then entering the interaction variable (voice \* employee characteristic being tested) in step 2. The following provides test results for moderation

#### 4.7 Testing for Moderation effect of Pay on the relationship between Employee Voice and Job Satisfaction.

**Table 4.6 The model summary of interaction between pay, voice and job satisfaction**

Model Summary <sup>d</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F	df1	df2		
1	.428 <sup>a</sup>	.183	.181	.43194	.183	85.982	1	383	.000	
2	.478 <sup>b</sup>	.228	.224	.42044	.045	22.246	1	382	.000	
3	.496 <sup>c</sup>	.246	.240	.41613	.018	8.947	1	381	.003	1.582

a. Predictors: (Constant), voice

b. Predictors: (Constant), voice, pay

c. Predictors: (Constant), voice, pay, interaction between voice and pay

d. Dependent Variable: Job satisfaction

**Source: Survey data 2015**

The results in Table 4.6 show that employee voice accounts for 18.3 % variance in job satisfaction which is significant. When pay is introduced into the relationship, R square increases from 18.3% to 22.8% variance in job satisfaction. When pay and its interaction with voice is introduced on voice-job satisfaction, there is further significant increase in R square by .018 giving the final R square to be 24.6 %. Pay has therefore moderated voice-job satisfaction relationship by 1.8%. The value is relatively small. Faichild and Mackinon (2009) notes that the moderation effect is expected to be as small as 1% in social sciences.

Studies on the effect of employee voice on job satisfaction have revealed mixed results. A study by Muindi (2010) revealed a positive correlation between participation in decision making and job satisfaction. Holland et al. (2011) also found positive relationship between direct voice and job satisfaction. These findings contradict those by Rusbuilt et al (1988), Hegedoorn et al. (1999) and Bender and Sloane (1998). In a bid to explain existence of this mixed result, the study tested the moderation effect of employee characteristics on the relationship.

Based on studies by Bilgic (1998) and Judge et al (2010), which revealed that pay is the best predictor of job satisfaction, pay was tested for moderation effect on the relationship between voice and job satisfaction. The study findings have revealed that pay is a significant moderator to the relationship.

**Table 4.7 Model Summary of interaction between Voice, Education and Job Satisfaction of security guards**

Model Summary <sup>d</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.428 <sup>a</sup>	.183	.181	.43194	.183	85.982	1	383	.000	
2	.444 <sup>b</sup>	.198	.193	.42873	.014	6.760	1	382	.010	
3	.464 <sup>c</sup>	.216	.210	.42440	.018	8.832	1	381	.003	1.667

a. Predictors: (Constant), Voice

b. Predictors: (Constant), Voice, Education

c. Predictors: (Constant), Voice, Education, interaction between education and voice

d. Dependent Variable: Job satisfaction.

Source : Survey Data, 2015

From Table 4.7, there is a significant change in R square by .014 due to education and further .018 due to interaction between voice and education. The model shows that there is significant change in R square from .183 to .216 implying that education has moderated the link between voice and job satisfaction by 1.8 % meaning higher education of an employee increase the strength of association between voice and job satisfaction. The moderation effect is small but according to Faichild and Mackinon (2009), the moderation effect is expected to be a small as 1% in social sciences.

The study findings concur with the literature. Sababu (2010) observes that education helps employees to have discipline required at work and solve simple problems that they may face. This suggests that education will allow employees to be comfortable thus achieving job satisfaction. Education is a tool for achieving self-efficacy (Judge et al.,1997) which helps an employee to handle new tasks at work.

Education is an investment and an employee with higher education have great investment in their jobs, they have much to lose by abandoning them and should be more likely to engage in voice than those with low investment. With low investment, an employee has little to lose if the job were to end, so exit and neglect responses should become more probable (Rusbult et al., 1988)

Mottaz (1984) asserts that education has an indirect effect on job satisfaction by having effect on reward. He says that if education increases employee rewards, then it serves to increase job satisfaction and when it does not lead to intrinsic rewards, then it will decrease job satisfaction. The implication is that education moderates the link between rewards and job satisfaction.

Even though theories and previous studies point out that education is a moderator between voice and job satisfaction, previous studies failed to investigate this. This current study has found that the link between employee voice and job satisfaction is moderated by education. Managerial implication is that managers of private security firms should consider employing those with high level of education because they are more likely to engage in voice thus achieving job satisfaction. Training and development activities can also be conducted to help employees acquire job related knowledge.

**Table 4.8 The interaction model between Employee Experience, Voice and Job Satisfaction**

Model	R	R Square	Adjusted R Square	Model Summary <sup>d</sup>						
				Std. Error of the Estimate	Change Statistics		Durbin-Watson			
					R Square Change	F		df1	df2	Sig. F
1	.428 <sup>a</sup>	.183	.181	.43194	.183	85.982	1	383	.000	
2	.466 <sup>b</sup>	.217	.213	.42349	.034	16.440	1	382	.000	
3	.478 <sup>c</sup>	.229	.223	.42081	.012	5.882	1	381	.016	1.496

a. Predictors: (Constant), Voice

b. Predictors: (Constant), Voice, Experience

c. Predictors: (Constant), Voice, Experience, interaction between Voice and Experience

d. Dependent Variable: Job satisfaction

Source: Survey Data, 2015

From Table 4.8, there is a significant change in  $R^2$  of .034 due to interaction between employee voice and experience. When the interaction term between voice and experience is introduced to the model, there is further a significant increase in  $R^2$  by .012. There a significant increase in  $R^2$  by 4.6% due to voice, experience and interaction between voice and experience. The findings show that experience has moderated the relationship between voice and job satisfaction by 1.2%.

Experience is acquired based on the number of years that an employee takes on a job. Experience has positively moderated the relationship between voice and job satisfaction because experience is expected to help an employee adjust to his job. Experience

provides medium for learning for employees to acquire job skills. A skillful employee would be more satisfied on the job than non-skilled one. Job experience has a substantial indirect effect on work sample performance through its effect on job knowledge, which, in turn, is known to be the strongest determinant of work sample performance (Schmidt et al., 1986).

Hunter and Thatcher (2007) in USA found that job experience positively moderated the link between commitment and job performance among sales managers. Schmidt and Hunter (2004) investigated the evidence in support of the link between experience and performance. They found that experience has a bigger impact on performance when workers have relatively low tenure and are still learning their jobs. The positive relationship between experience and performance typically declines as workers gain experience. However, these studies never tested the moderation effect of experience on the relationship between voice and job satisfaction. The current study has a unique finding from previous studies. It has found that experience moderated the relationship between voice and job satisfaction.

**Table 4.9 The Interaction Model between Employee Expectations, Voice and Job Satisfaction.**

**Model Summary<sup>d</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	.428 <sup>a</sup>	.183	.181	.43194	.183	85.982	1	383	.000	
2	.454 <sup>b</sup>	.206	.202	.42633	.023	11.142	1	382	.001	
3	.532 <sup>c</sup>	.283	.277	.40589	.076	40.445	1	381	.000	1.651

a. Predictors: (Constant), Voice

b. Predictors: (Constant), Voice, Expectations

c. Predictors: (Constant), Voice, Expectations, interaction between Expectations and Voice

d. Dependent Variable: Job satisfaction

**Source: Survey data, 2015**

As shown on Table 4.9, there is a significant change in R<sup>2</sup> by .023 due to expectations and further significant increase by .076 due to interaction between expectations and voice. This shows that expectations have moderated the relationship between voice and job satisfaction by 7.6%. Of all the employee characteristics that the study tested for moderation between voice and job satisfaction, expectations had the biggest moderation effect. This may be attributed to poor work conditions and the little salary that most



security guards earn. Private security guards have continued hope of salary increments this depicted by current data, which shows that 46% have expectation. This can be attributed to Kenya Private Security Bill 2014 which is still under scrutiny and is expected to become operational before the end of year 2015. The bill is expected to streamline operations of security firms.

The findings of this study supports Vroom’s expectancy theory. According to Vroom (1964), individual’s motivation is affected by their expectations and people will be motivated when they feel that their decision will lead to desired outcome. Expectancy emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. Expectations determine behavior of an employee (Berlew and Hall, 1966). Both voice and job satisfactions are behaviours that employees can acquire based on expectations. Findings support views of Mullins (2010) that the strength of expectations and past experiences determine the level of job satisfaction.

Managerial implications of this are that managers must ensure that deserving employees are rewarded well for their work; this will serve to increase expectations and in turn job satisfaction. Rewards can be in the form of promotions or salary increments. Reward systems must be fair and just to create trust between management and the gaurds..

**Table 4.10. The interaction model between Employee Gender, Voice and Job Satisfaction.**

Predictors: (Constant), voice, Gender of respondent <sup>d</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.428 <sup>a</sup>	.183	.181	.43194	.183	85.982	1	383	.000	
2	.444 <sup>b</sup>	.197	.193	.42894	.013	6.369	1	382	.012	
3	.444 <sup>c</sup>	.197	.190	.42950	.000	.019	1	381	.891	1.585

a. Predictors: (Constant), Voice

b. Predictors: (Constant), Voice, Gender of respondent

c. Predictors: (Constant), Voice, Gender of respondent, interaction between gender and voice

d. Dependent Variable: Job Satisfaction

Source : Survey Data, 2015

From Table 4.10, there is significant change in R square by .013 due to gender but when interaction between gender and voice is introduced, R remains constant at.197. This shows that the interaction between employee voice and gender does not moderate the relationship between employee voice and job satisfaction.

Gender has not moderated the relationship between voice and job satisfaction because there are no practical differences on the nature of job done by male security personnel guards from those done by female guards. The study, however, found that a male guard is more likely to be satisfied than a female guard because of gender responsibilities that a female guard is expected to play at home. Security guards confirmed working for 12 hours a day regardless of gender; no special treatment is accorded to the female guards. Therefore, gender cannot moderate the relationship between voice and job satisfaction.

There are limited studies that have tested the moderation effect of gender on work variable. Oshagbemi (2000) investigated job satisfaction of university teachers in UK and results showed that gender interacted with rank to affect job satisfaction. The study however, found that there was no direct relationship between gender and job satisfaction contrary to findings of this study. Oshagbemi (2000), however, did not focus on the moderation effect of gender on the relationship between voice and job satisfaction while the current study has found that gender does not moderate the relationship between voice and job satisfaction. Managerial implication is that managers of security firms should offer equal employment opportunity for both gender.

Findings of this study reveal that employee characteristics have an effect on the relationship between voice and job satisfaction. Employee expectations greatly influenced the relationship, followed by pay and experience. Education least moderated the relationship. Managers have a bigger role to ensure that the first three moderators are achieved in the organization. Fairness in administration of rewards (Vroom, 1964) can help in raising expectations of security guards. Management plays a key role in adapting and interpreting legislation, corporate initiatives, consultancy panaceas and benchmark schemes to the workplace that extends to employee voice (Dundon et al., 2004).

The degree and pattern of employee voice in any organization depends managers articulation (Dundon et al., 2004a). Management needs to know that when voice

structures are not well embedded in the organizations, then it leads to reduced job satisfaction. The effects of reduced job satisfaction are; turnover, poor relations and reduced performance ( Bennet, 2007; Dwomoh, 2001; Batt et al., 2001; Spencer,1986) This is true of the security firms in Western region where the extent of voice is quite low thereby contributing to their low job satisfaction.

Options that employees have when they experience low job satisfaction is mostly to quit and not to have voice or, if they have high quality alternatives then they are likely to engage in active responses (Ruisbuilt et al., 1988). Moreover, Job satisfaction is one of the complex areas that face managers (Aziri, 2010). It is a difficult concept to understand. Job satisfaction depends on the levels of intrinsic and extrinsic motivation and employees' perception of those outcomes. These outcomes have different values for different people because people differ in the importance they attach to job outcomes.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a summary of the study, conclusions of findings and recommendations. It also explains the limitations and delimitations of the study and areas for further research. The study problem was poor performance by private security guards which previous studies attributed to lack of government regulation while ignoring employee voice and job satisfaction. The purpose of the study was to examine effects of employee voice and characteristics on job satisfaction of private security guards in Western Kenya.

#### **5.1 Summary of Findings**

The first objective of the study was to establish the extent of employee voice among security guards in Western Kenya. Analysis reveals that the extent of voice is low among the security guards, a fact that was not known. This implied that security guards in Western Kenya least participate in issues that concern them at work through joint consultation, suggestion schemes and attitude surveys.

The second objective of the study was to determine the effect of employee voice on job satisfaction of security guards in Western Kenya. Findings of this study revealed that there is small significant effect of voice on job satisfaction. The most important predictors of job satisfaction are joint consultations and suggestion schemes. This implied that the low extent of employee voice resulted into reduced job satisfaction among security guards in Western Kenya.

The third objective of the study was to analyse the relationship between employee characteristics and job satisfaction. Findings also revealed that employee characteristics namely; pay, education, experience, expectations and gender affect job satisfaction of security guards in Western Kenya. This implied that low pay, less education, lack of experience and good expectations leads to decrease in job satisfaction among security guards. Findings also suggest that a male guard is likely to be more satisfied with the job than a female guard.

The fourth objective of the study was to investigate the effect of employee characteristics on the relationship between employee voice and job satisfaction. Findings of the study

revealed that pay, education, expectations and experience moderated the relationship between employee voice and job satisfaction. This implied that the level of education, pay, years of experience and expectations of the security guards enhance their job satisfaction.

## **5.2 Conclusions**

Based on study objectives which the study sought to address, the degree or extent of employee voice in private security firms in Western Kenya is low. Voice mechanisms namely; joint consultation, suggestion schemes and attitude surveys are rarely used and this has resulted into reduced job satisfaction among security guards. Employee characteristics namely; pay, education, experience and expectations affect job satisfaction and also moderate the relationship between voice and job satisfaction. Less emphasis on the mentioned employee characteristics by management of private security firms have contributed to less job satisfaction amongst the guards in Western Kenya.

## **5.3 Recommendations of the study**

Based on findings of objective one, the study recommends that management of security firms should try to embed voice mechanisms/ structures in their organizations to improve extent of voice. Recommendation based on the second objective is that management of private security firms should allow for joint consultations through unions, have suggestion schemes and also seek employee views to increase their job satisfaction. Employee characteristics influence their job satisfaction therefore management of private security firms should ensure that they recruit those with characteristics that will enhance job satisfaction by having clear person specification detailing information such as level of education and years of experience. Management should also assist security guards acquire characteristics that can enhance their job satisfaction through employee development programmes and good relations at work. Based on findings of the fourth objective, management of private security firms should reward the guards fairly, improve retention strategies, allow guards to have time for personal development or sponsor guards for relevant training courses. Above all, managers need to consult employees when making decisions that affect them thereby enhancing voice.

#### **5.4 Limitations of the study**

A number of limitations encountered in the study include the secretive nature of the private security firms. Some managers were reluctant to reveal any data relating to staff and indicated that their terms of employment did not allow them to reveal any information to the public regarding their pay, number of guards and conditions of work. The study also restricted itself to Western Kenya region particularly in towns and market centers. This makes it impossible for generalizations to be made for entire private security industry in Kenya. The same study can be replicated to other regions of the county so as to make valid generalizations.

The study adopted descriptive research design and used questionnaires to collect data on job satisfaction. The job satisfaction is more an expression of attitude, there is no proof that what is said is the real feelings about job satisfaction of employees. Job attitudes can be implied better from actions of employees and not based on their judgment. To overcome this, the study elicited reaction by asking questions in behavioral situations.

The study tested only for moderation of employee characteristics on the relationship between voice and job satisfaction and ignored other variables that could be possible moderators between employee voice and job satisfaction.

#### **5.5 Suggestions for further Study**

Current study was limited to Western region, further study can be done by replicating the study in other regions of the country which have indicated high insecurity statistics. The study tested for moderation effect of employee characteristics on the relationship between employee voice and job satisfaction only. Other studies can therefore focus on other moderator variables like management style. Given that job satisfaction is more of attitude, data on the same can be collected through observation, interviews together with questionnaire since the current study used only questionnaire. The current study only sought views of employees to determine extent of voice. Another study can be designed to involve both managers and employees to improve reliability of the information provided regarding use of employee voice.

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## APPENDICES

### Appendix I: Letter of Introduction



MASENO UNIVERSITY  
OFFICE OF THE DEAN  
SCHOOL OF BUSINESS AND ECONOMICS

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Tel: +254-057-351622, 351008, 351011

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**MASENO**

15th February, 2015

To:.....

Dear Sir/Madam,

**RE: LETTER OF INTRODUCTION- Christine Anyango (PG/PHD/090/2012) (Tel: 0723317566, Email: anyangobando@yahoo.com**

The above named person is a student pursuing Doctor of Philosophy degree in Business Administration at the Department of Business Administration, School of Business and Economics. The title of his study is: **“EFFECTS OF EMPLOYEE VOICE AND CHARACTERISTICS ON JOB SATISFACTION IN SECURITY FIRMS IN WESTERN KENYA”**. She has selected you to be included in this study.

The research instrument attached asks questions about your job satisfaction, employee characteristics and voice at work. The information obtained will be used for academic purposes only and will be treated with utmost confidentiality. In case you may be interested, we can send you the abstract of the research findings on request.

Thank you.

DR. BENJAMIN OMBOK (TEL: 0722 416974)  
DEAN, SCHOOL OF BUSINESS AND ECONOMICS

## Appendix II: Questionnaire for Respondents

SERIAL NO:  
SECURITY FIRM

### QUESTIONNAIRE FOR RESPONDENTS

This Research is set to gather information to fulfil the objectives of a study titled :**Effects of Employee Voice and Characteristics on Job Satisfaction in Security Firms in Western Kenya**. It has three sections. Part I requires your characteristics while Part II assesses your job satisfaction. Part III assesses your participation at work which also known as voice. Kindly take 10 minutes of your time to respond to questions in all the sections.

#### PART I – EMPLOYEE CHARACTERISTICS

Kindly indicate by ticking where appropriate

##### 1. Your age in years

Age bracket	Tick where appropriate
(18-25)	
(26-30)	
(31-40)	
(41-50)	
Over 50	

##### 2. Gender

Gender	Tick where appropriate
(male)	
(female)	

##### 3. Your marital status

married	
single	
Divorced	
widowed	

##### 4. Your gross pay per month in Kshs.

Gross pay per month	Tick where appropriate
(1000-2000)	
(2001- 4,900)	
(5000-10000)	
(11000-15,000)	
(11000-15,000)	
(16000-300000)	
( over 30000)	

##### 5. Education level

Education level	Tick where appropriate
primary	
secondary	
college	

**6. Do you have any professional training in security provision?**

	Tick where appropriate
Yes	
No	

**7. Your years of experience on the job.**

Year of service	Tick where appropriate
(0-4 yrs)	
(5-10 yrs)	
(over 10 yrs)	

**8. Do you expect a salary increment or a promotion in the near future?.**

Yes	
No	

**PART II- EMPLOYEE JOB SATISFACTION**

Job satisfaction refers to the feelings that you have towards your job

Read each statement carefully and decide how **satisfied you feel about the aspect of your job** described by the statement. If you feel that your job gives you **more than you expected**, check the box under “(Very Satisfied).”

If you feel that your job gives you **what you expected**, check the box under “Satisfied”;

If you cannot make up your mind whether or not the job gives you what you expected, check the box under “(Neither nor Dissatisfied Satisfied)”;

If you feel that your job gives you **less than you expected**, check the box under “(Dissatisfied)” ;

If you feel that your job gives you **much less than you expected**, check the box under “(Very Dissatisfied)”

Remember: Keep the statement in mind when deciding **how satisfied you are about that aspect of your job.**

Do this for **all** statements. Please answer **every** item.

**Be frank and honest.** Give a true picture of your feelings about your present job

9. To what extent are you satisfied with the following statements which address your safety feelings at work(tick where appropriate)

Tick where appropriate	Very satisfied (1)	satisfied (2)	Neither satisfied nor dissatisfied (3)	Dissatisfied (4)	Very dissatisfied (5)
The risk involved in my job					
The safe physical working environment .					
The status of my job in society					

10. To what extent are you satisfied with the following statements which address your job security(tick where appropriate)

Tick where appropriate	Very satisfied (1)	Satisfied (2)	Neither agree nor disagree (3)	Dissatisfied (4)	Strongly dissatisfied (5)
The way my job is permanent and pensionable					
The terms of job contract					
The difficult process of my contract renewal					

11. To what extent are you satisfied with the following statements which address your job advancement opportunity(tick where appropriate)

Tick where appropriate	Very satisfied (1)	Satisfied (2)	Neither satisfied nor dissatisfied (3)	Dissatisfied (4)	Strongly dissatisfied (5)
The advancement opportunity provided at work					
The way promotions are done					
Training I do not get to do my job					

12. Job independence/autonomy

To what extent are you with the following statements) which address your job independence/autonomy(tick where appropriate).

Tick where appropriate	Very satisfied (1)	satisfied (2)	Neither satisfied nor dissatisfied (3)	Dissatisfied (4)	Strongly dissatisfied (5)
The process of making decisions at work					
Decisions made for me					
Implementing ideas at work					
Influence over my job					
The trust my boss puts in me over work					

13. To what extents are you satisfied with following statements (tick where appropriate) which address your pay and benefits.

Tick where appropriate	Very satisfied (1)	satisfied (2)	Neither satisfied nor dissatisfied (3)	Dissatisfied (4)	Strongly dissatisfied (5)
My current benefits offered at work					
The lack of some services at work					
The incentives I get for work I do					
Welfare services not offered by management					

**PART III: EMPLOYEE VOICE**

Employee voice is a mechanism used within an organization to ensure that employees have a say on matters that concern them.

**(a) Joint consultation**

Joint consultation is when management and employee representatives meet to deal with matters of common interest.

14. To what extent do you agree with the following statements (tick where appropriate) which address your personal voice at work place through joint consultation

Tick where appropriate	Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)
We have strong union membership					
My union does not represent me well					
Union help me to achieve better work conditions.					
Union consults with management regularly					

**(b) Attitude surveys**

Attitude surveys is a way of getting information on preferences of employees, it can be by use of focus groups, interviews or questionnaires

15. To what extent do you agree with the following statements (tick where appropriate) which address your attitude surveys at work

Tick where appropriate	Strongly agree(1)	Agree (2)	Neither agree nor disagree(3)	Disagree (4)	Strongly disagree (5)
My view is sought on some issues at work					
When I give suggestions to management, I am victimised.					
I give recommendations on issues affecting me at work.					

**(c) Suggestion schemes**

Suggestion schemes are established procedures for employees to submit ideas to management

16. To what extent do you agree with the statements that address suggestion schemes at your work place?

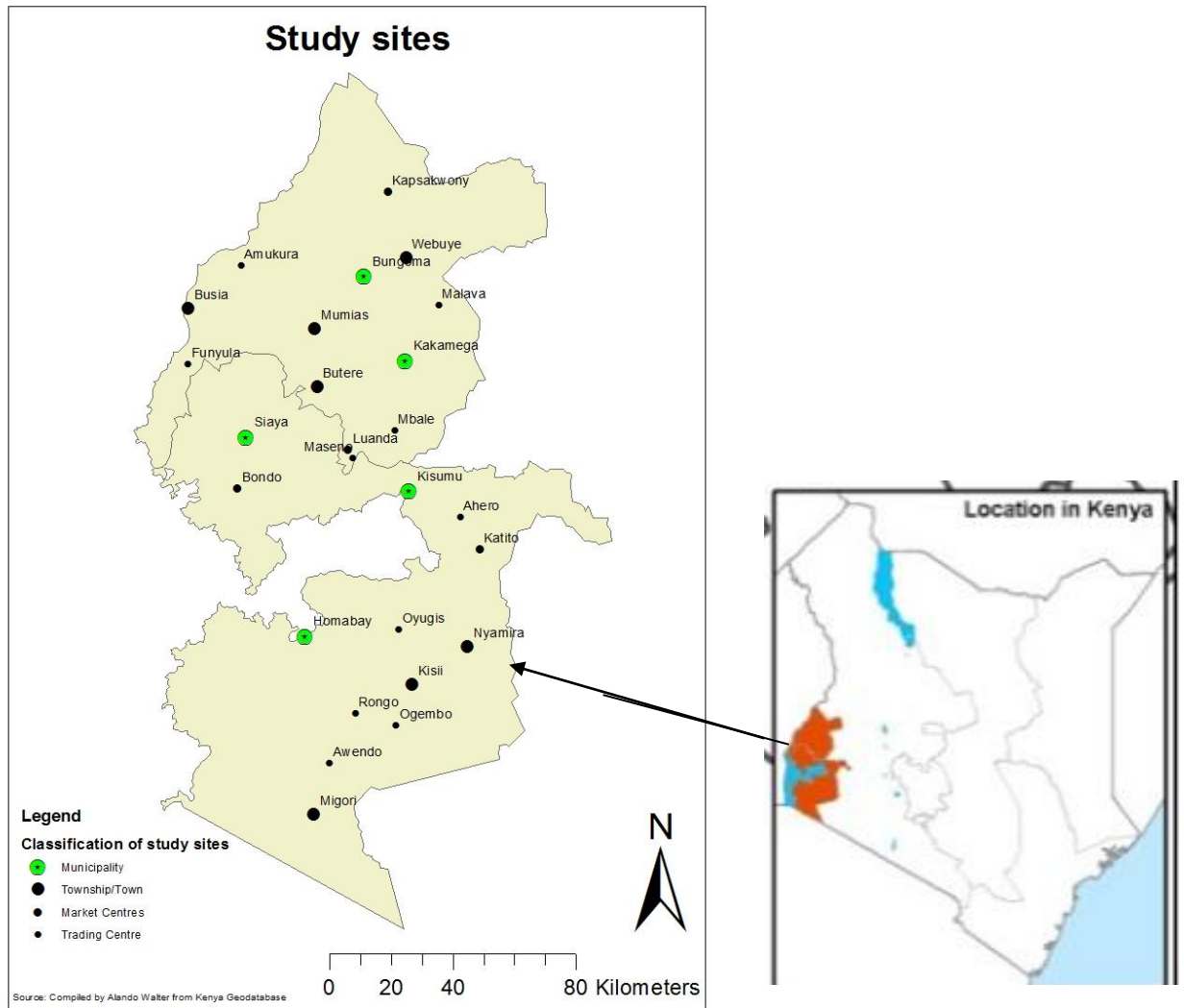
Tick where appropriate	Strongly agree (1)	Agree (2)	Neither agree nor disagree(3)	Disagree (4)	Strongly disagree
I know who to approach when I have a problem at work					
Ideas by employees are ignored by management					
There are clear steps to be followed to air my concerns/grievances.					
My supervisor is fair in handling my concerns at work					

**Appendix III: List of Firms Private Security**

<b>Security firm(coded)</b>	<b>Firm population</b>	<b>Sample</b>
RFSL	2697	84
G4S	1830	57
BM	674	21
WELLS FARGO	385	12
JRS	417	13
KK	385	12
GUARDFORCE	289	9
MODERN S	289	9
RADAR	96	3
COBRA	128	4
KINGSPRIDE	128	4
CBSS	96	3
FULLFORCE	64	2
BEDROCK	321	10
DAROSS	128	4
BRINK	64	2
GILLEYS	64	2
KISII	1733	54
SECURE HOMES	64	2
PITSON	64	2
MICHIGAN	96	3
COMMANDO	96	3
MODERN SKY	96	3
LUORE	674	21
SHUNZA	193	6
COALITION	96	3
WAONDO	96	3
ARN	64	2
S&S	64	2
SECURITY GROUP	193	6
ALUTA	64	2
HOMESTED	64	2
PROTECTIVE	96	3
SHIKASHIKA	64	2
ROBINSON	64	2
LAVINGTON	64	2
OMEGA	96	3
GOSHEV	64	2
MOCAM	128	4
APEX	64	2
<b>TOTALS</b>	<b>12359</b>	<b>385</b>

**Survey Data 2015**

## Appendix IV: Map of Western Kenya



Area location: 0°30'N 34°40'E )

Source: <http://www.mapsofworld.com/kenya/>

### **Appendix V: Correlation Between Employee Voice and Job Satisfaction**

The table below gives the correlation between job satisfaction the three main constructs of voice namely; consultation, attitude surveys and suggestion schemes and the overall satisfaction of employees. The mean of constructs of job satisfaction were used.

#### **Correlation between employee voice and job satisfaction**

	surveys	Suggestion schemes	consultation	Job satisfaction
Surveys	1.000			
Suggestion schemes	.366** .000	1.000		
Consultation	.216** .000	.187** .000	1.000	
Job satisfaction	.152** .000	.232** .000	.416** .000	1.000

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

Source : Survey data (2015)



## Appendix VI: Bivariate Correlation Between Characteristics And Job Satisfaction

The Table gives correlation between employee characteristics and overall job satisfaction of security guards.

### Bivariate correlations between Job Satisfaction and Employee Characteristics

	Age	Marital status	Gross pay	Education	Professional training	Years of experience	Expectations	Overall satisfaction
Age of the respondent	1.000	.300**	.012	-.097	-.099	.225**	-.147**	-.027
Marital status		1.000	.821	.056	.052	.000	.004	.604
Gross pay			1.000	.270	.001	.467	.601	.345
Education				1.000	.220**	.109*	.081	.114*
Professional training					1.000	.032	.114	.026
Years of experience						1.000	-.179**	.041
Expectations							1.000	.425
Overall Job satisfaction								1.000

Source: Survey Data: 2015

## Appendix VII: Collinearity Test For Interaction Between Voice, Pay And Job Satisfaction

		Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		Coefficients		Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4.110	.022		186.688	.000		
	voice	.462	.050	.428	9.273	.000	1.000	1.000
2	(Constant)	4.110	.021		191.813	.000		
	voice	.384	.051	.356	7.508	.000	.897	1.115
	pay	.204	.043	.224	4.717	.000	.897	1.115
3	(Constant)	4.131	.022		185.282	.000		
	voice	.353	.052	.327	6.823	.000	.860	1.163
	pay	.129	.050	.141	2.580	.010	.665	1.504
	Interm1	-.279	.093	-.164	-2.991	.003	.656	1.524

a. Dependent Variable: job satisfaction

### Source: Survey Data: 2015

Interm 1 is the interaction between centered voice and centered pay

From the collinearity tests above, the final moderated effect of voice on job satisfaction shows that VIF for the variables are not high actually below 10 which shows lack of multicollinearity .

It can be said that pay moderates between voice and job satisfaction

## Appendix VIII; Multicollinearity Test of Voice, Education And job Satisfaction

		Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		Coefficients		Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4.110	.022		186.688	.000		
	voice	.462	.050	.428	9.273	.000	1.000	1.000
2	(Constant)	4.110	.022		188.085	.000		
	voice	.449	.050	.416	9.027	.000	.990	1.011
	education	.110	.042	.120	2.600	.010	.990	1.011
3	(Constant)	4.117	.022		189.116	.000		
	voice	.418	.050	.388	8.334	.000	.949	1.053
	education	.118	.042	.129	2.819	.005	.985	1.015
	interm2	-.311	.105	-.138	-2.972	.003	.958	1.044

a. Dependent Variable: Meansatisfaction

Interm2 is the interaction between voice and education

### Source: Survey Data: 2015

From the Table the multicollinearity Statistics shows that VIF is again below 10 showing that education has moderated the relationship between voice and job satisfaction.

## Appendix IX: Collinearity Test for Voice, Experience and Job Satisfaction

		Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		Coefficients		Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4.110	.022		186.688	.000		
	Voice	.462	.050	.428	9.273	.000	1.000	1.000
2	(Constant)	4.110	.022		190.409	.000		
	voice	.432	.049	.400	8.745	.000	.978	1.023
	experience	.174	.043	.186	4.055	.000	.978	1.023
3	(Constant)	4.118	.022		189.577	.000		
	Voice	.430	.049	.398	8.753	.000	.977	1.023
	Experience	.166	.043	.177	3.875	.000	.971	1.029
	Interm3	-.248	.102	-.110	-2.425	.016	.993	1.007

a. Dependent Variable: Job satisfaction

Source: Survey Data 2015

Interm3 is the interaction between voice and experience

### Source: Survey Data 2015

From the table above table, the VIF for the final model is less than 10 showing that there is no multicollinearity. Therefore, experience has moderated the relationship between employee voice and job satisfaction.

**Appendix X: Multi-Collinearity Test for the Interaction between Voice, Job Satisfaction and Expectations**

		Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Coefficients Beta			Tolerance	VIF
1	(Constant)	4.110	.022		186.688	.000		
	Voice	.462	.050	.428	9.273	.000	1.000	1.000
2	(Constant)	4.110	.022		189.141	.000		
	Voice	.479	.049	.444	9.695	.000	.989	1.011
	Expectation	.146	.044	.153	3.338	.001	.989	1.011
3	(Constant)	4.095	.021		196.786	.000		
	voice	.376	.050	.348	7.547	.000	.883	1.132
	Expectations	.141	.042	.148	3.384	.001	.988	1.012
	Interm4	-.619	.097	-.292	-6.360	.000	.893	1.120

a. Dependent Variable: job satisfaction

**Source: Survey Data: 2015**

Interm4 is the interaction between employee voice and employee expectations.

The VIF of the moderated equation is 1.120 which is less than 10 suggesting that there are no multicollinearity.

Employee expectations has therefore moderated the relationship between employee voice and job satisfaction.

**Appendix XI : Collinearity Test for The Interaction between Voice Job Satisfaction and Gender**

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4.110	.022		186.688	.000		
	Voice	.462	.050	.428	9.273	.000	1.000	1.000
2	(Constant)	3.987	.053		74.920	.000		
	Voice	.458	.049	.425	9.267	.000	.999	1.001
	Gender	.147	.058	.116	2.524	.012	.999	1.001
3	(Constant)	3.987	.053		74.710	.000		
	voice	.443	.119	.411	3.716	.000	.172	5.810
	Gender	.148	.059	.116	2.524	.012	.997	1.003
	interm5	.018	.131	.015	.138	.891	.172	5.806

a. Dependent Variable: Job satisfaction

Source. Survey Data,2015

Interm 5 is the interaction between gender and employee voice.

The change in the final model is not significant ( $p=.891$ ) even though Variance Inflation Factor(VIF) is 5.806 which is less than 10. Therefore gender has not moderated the relationship between voice and job satisfaction.

**Appendix XII: Raw Data**

Employee Characteristics								Job Satisfaction																		Employee Voice										
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
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