



College of Business and Economics (CBE)

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MASTER'S DEGREE IN BUSINESS ADMINISTRATION (MBA)

Employee's perceived job satisfaction
A study of UNIVERSITY OF RWANDA, COLLEGE OF
BUSINESS AND ECONOMICS

A thesis submitted for the requirements of the award for a Master's Degree on Business Administration (MBA), Finance option, at the School of Business, College of Business and Economics, University of Rwanda.

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Kigali, July05, 2016

DECLARATION

I, MUHIMPUNDU Spéciose, hereby declare that to the best of my knowledge, this work is original and that the same work has never been presented in the University of Rwanda, or at any other University or Institute of higher learning for an academic award. Instances where other people's work has been used and references are appropriately given in the bibliography.

MUHIMPUNDU Spéciose

DEDICATION

With love, this research work is dedicated to:

Almighty God,

My husband,

My kids,

For their patience and support.

My beloved parents, brothers, sisters, uncle, aunt, cousins, all friends and classmates.

I dedicate this work to all of them.

CERTIFICATION

I certify that this research report entitled “The employee’s perceived job satisfaction: a case study of the College of Business and Economics (former SFB) was done under my supervision.

Supervisor: Dr. Marcela Ramírez-Pasillas

Signature

Date June, 5th, 2016

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May God bless all of you!

MUHIMPUNDU Spéciose.

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LIST OF ACRONYMS

CBE: College of Business and Economics

CSR: Corporate Social Responsibility

IFAC: International Federation of Accountants

ICPAR: Institute of certified Public Accountants

JDI: Job in General Index

PAFA: Pan African Federation of Accountants

SFB: School of Finance and Banking

UR: University of Rwanda

ABSTRACT

Individuals create organizations to accomplish specific purpose, which manly is profit maximization. To accomplish this purpose, organizations employ people who are not only supposed to perform the required work but also join the organization for the purpose of satisfying their needs.

Employee's perceived job satisfaction basically refers to positive emotional state resulting from the appraisal of one's job or job experience. This thesis explores the relationship between perceived job satisfaction and level of salary, working conditions and relationships with co-workers of the College of Business and Economics in the University of Rwanda.

The result of regression analysis show us which variables is strength of relationship the chose variables with perceived of job satisfaction and which is primary variable causes to be a perceived job satisfaction than others.

Recommendations is that Managers influence the behavior of the employees towards the job. This is the reason why managers have a great impact on employee perceived job satisfaction and it is achieved through improving the factors affecting perceived job satisfaction. In regard to these factors, the following recommendations are addressed to public institutions managers in general and in particular, the College of Business and Economics at the University of Rwanda.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This study focuses on the influence of perceived job satisfaction on University of Rwanda College of Business and Economics. Chapter 1 deals with the background to the research, the problem statement and the research questions, the objectives of the thesis, the paradigm perspectives of the research, the research design, the research methodology and the layout of the chapters.

1.2 Background

People are a vital component of the production factors of an organization (Storey, 1995). A variety of factors influence their work lives. These factors affect their performance and ultimate productivity (George, 2000). Perceived Job satisfaction is a key factor in productivity. Employees' satisfaction levels are reflected in their intrinsic and extrinsic willingness to put their labor at the disposal of their employer (O' Malley, 2000). Perceived Job satisfaction is certainly not the only factor that causes people to produce at different rates (Daniels, 2001). Nevertheless, in the case of lower-level jobs where little ability is required, perceived job satisfaction seems to be one of the key determinants of performance (Edward, 1994; Gower, 2003). In an effort to satisfy the needs of employees, many managers make use of incentive programmers, despite the fact that research has consistently confirmed that no amount of money will translate into sustainable levels of job satisfaction, working condition and relationship between (Toloposky, 2000).

However, it is not easy to determine if employees experience job satisfaction. Cockburn and Haydn (2004) suggest that the main problem might be that employees within organizations do not discuss the level of their perceived job satisfaction, nor do they admit that their jobs might not be satisfying. Hence managers also find it difficult to determine whether perceived job satisfaction is experienced in the workplace. Cockburn and Haydn (2004) further contends that some employees might not even notice that they have a perceived job satisfaction problem. Research (Weallens, 2000) suggests that most employees know when they have a satisfaction problem. A number of employees may feel that acknowledging the existence of a satisfaction problem is tantamount to admitting failure. Hence many employees do not want to appear weak or incompetent to their sales managers.

According to Fletcher (1993), salespersons need to be extroverts with high self-esteem and generally domineering personalities. Toloposky (2000) suggests that people with high self-esteem and domineering personalities might have difficulty admitting defeat. They try to stifle their fears and project an attitude of competence and self-confidence instead of talking openly about job satisfaction problems (Dubinsky, 2004). Regarding burnout, Feldman (1993) contends that employees' may be influenced by a variety of positive or negative stimulus, and one of the key influencing factors is the level of perceived job satisfaction.

Maslach (1982) concludes that employees who have lost interest and less satisfied in their job, who just go through the motions, are always tired, having colds, flu and headaches, can be suffering from burnout. The initial work on burnout developed out of the occupational sector of human services and education. The occupational sector of human services and education continue to be the primary focus of burnout studies (Angerer, 2003). Of particular concern in these occupations were the emotional challenges of working intensively with other people in either a care-giving or teaching role (Angerer, 2003). Teaching as an occupational sector was characterized by the highest level of exhaustion (Brock & Grady, 2000). According to these authors, the medical occupation was characterized by somewhat lower levels of two components of burnout (Maslach, Schaufeli & Leiter, 2001), namely exhaustion, and a third component of burnout, cynicism, and by slightly higher levels of inefficacy. Subsequent research expanded the focus to occupations that included contact with people, but for which the contact fell short of the demands of this more extensive relationship (eg computer programming). Some studies ultimately utilizes occupations for which contact with people was a less important consideration (Weallens, 2003). Although the burnout concept seems to pertain to this wider range of occupations, there was still the hypothesis that the emotional stressors of "people-work" were something uniquely related to burnout (Tari's, Peters, Blanc, Schreurs & Schaufeli, 2001). Earlier research did not find much evidence to support such a hypothesis; instead, common job-related stressors (such as workload, time pressure or role conflicts) correlated more highly with burnout than client related stressors (such as problems in interacting with clients, frequency of contact with chronically or terminally ill patients, or confrontation with death and dying) (Angerer, 2003).

Recent research, however, has focused explicitly on emotion work variables. Another approach has been to look at the prevalence of burnout for different occupations. For example comparison was made between the burnout profiles for five occupational sectors (teaching,

social services, medicine, mental health and law enforcement) in the USA and Holland, and the results revealed similar occupational profiles in both nations (Schaufeli & Enzmann, 1998). Profiles of law enforcement (i.e. police officers and prison guards) were characterized by comparatively high levels of cynicism and inefficacy and low levels of exhaustion (Burke & Greenglass, 2001). (Sherman, 1991). Based on the above discussion, it can be concluded that medical sales representatives might not find their perceived jobs satisfying and the nature and environment of a sales job are a good “breeding” ground for burnout inclined stress. If burnout is influenced by perceived job satisfaction, there is even more reason to believe that medical sales representatives might be experiencing high levels of burnout inclined stress with consequences to their company and themselves.

1.3 Problem statement

Employees 'perceived job satisfaction is the sum of positive attitudes and fulfillments that workers get by performing their job. Due to its effects on both employee motivation and performance, perceived job satisfaction has become a matter of concern for managers and academia. Employee turnover, low commitment and poor performance result from unhappy workers. Satisfied employees tend to be more productive, creative and well committed to their tasks, which led to being retained by their institution. Employee's retention refers to the ability of an organization to preserve its employees. In this sense, employee's retention becomes also important for organizations in order to preserve their employees. These organizations can be private companies, state own companies, private universities or public universities. In the specific case of public universities, educational institutions should keep experienced personnel in order to become efficient in their educational activities and research. In other words, one of the most basic factors in the success of any universities is high level of employee's retention of experienced and motivated personnel (Griffeth, 1999).

According to (Garret, 1997) organizations need to explore the reasons why qualified and competent employees stay or leave universities and identify how they can be motivated to stay working for the same institution. Secondly, employers need to focus on employees, who are valuable and will contribute to sustain the quality of education and research. Finally, the universities will be better off to find possible ways to attract prospective employees that are competent if employees are committed to their jobs.

Public institutions like universities have been unable to retain good, qualified and experienced workers for example we can refer to the University of Rwanda, turnover of

lectures in academic year 2015-2016). People employed by these institutions to have lower wages and this prevent them to stay long with these institutions (SFB STATISTICS INFORMATION 2012-2013). The report showed that employees leave the campus and go to look for other jobs.

The 67% of staff turnover in the year 2011-2012 were administrative staff while 33% of them were academic staff as it was published in (SFB statistic information 2012-2013, 2013) It is generally assumed that monetary rewards greatly affect job satisfaction. Therefore, the issue of high employee's retention in public institutions in most case is caused by lower wage provided by these institutions (International Labor Organization, 2016).

Even though previous research has been conducted on job satisfaction and commitment all over the world, in Rwanda there is a lack of such studies. Thereby the aim of this thesis is to explore the relationship between perceived job satisfaction and level of salary working conditions and relation with co-workers.

1.4 Objectives

1.4.1 General Objectives

The general objectives of this thesis is to determine the influence of perceived job satisfaction for the College of Business and Economics in the University of Rwanda.

1.4.2 Specific objectives

The specific objective of this research are as follows:

- To determine the theoretical relationship between perceived job satisfaction and level of salary, working condition and relationship between co-workers for the College of Business and Economics in the University of Rwanda.
- To formulate recommendations on the management of perceived job satisfaction with level of salary, working condition and relation with co-workers for the College of Business and Economics in the University of Rwanda.

1.5 Research questions

- How does level of salary, working conditions and relationship with co-workers affect perceived job satisfaction for the College of Business and Economics in the University of Rwanda?

1.6 Scope of the study

Even though perceived job satisfaction is affected by many factors, salary has been selected as critical factor to be analyzed in this thesis. Hence, employee's perceived job satisfaction will be explored within a sample of employees from the College of Business and Economics at the University of Rwanda. This research intends to provide suggestions and recommendation on how to improve perceived job satisfaction. It provides a critical insight into the perceived job satisfaction, working conditions, level of salary and relation with co-workers at the College of Business and Economics.

1.7 Research hypothesis

The construction of hypothesis brings clarity and specificity on the research problem because it raises a form of set of bunch and speculation to investigate while conducting the research. It brings direction and tells what information to collect and thereby provide a great focus. Hypothesis is of this study is as follows:

“The perceived job satisfaction of employees at the University is positively influenced by level of salary, working conditions and relationship with co-workers for the College of Business and Economics in the University of Rwanda.”

1.8 Significance of the study

This research intends to provide recommendations on how perceived job satisfaction can be evaluated and employees can be retained in the College of Business and Economics in the University of Rwanda. This case study is significant to the College of Business and Economics in the University of Rwanda. This study helps better understand the variables affecting employees' perceived job satisfaction.

1.9 Limitations of the study

The scope of this thesis will only include the participating of University of Rwanda College of Business and Economics and will not try to generalize findings to a larger population. Furthermore, the duration of this study will be affected by resource constraints and is not expected to be considered a longitudinal thesis.

1.10 Structure of the thesis

Chapter one which presents background of study, problem statement, research questions, hypothesis, and objectives of the study, significance of the study, its scope and organizational of the study. Chapter two presented a literature review, about the study from different sources such as books, reports, electronic sources and other relevant sources. Chapter three presented the methodology of the study such as study area, sample size, and selection, population study, methods of data collection. Chapter four covered the analysis and interpretation of findings in relation to the objectives of the study. Chapter five presented the summary of the findings, conclusion and recommendations of the study.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The concept of job satisfaction was used for the first time by (Thorndike, 1918). He tried to explore the relationship between work and satisfaction in the form of applied psychology. One of the biggest preludes to the study of job satisfaction was Hawthorne studies. Studies from 1924 up to 1933 primarily credited to Elton Mayo of the Harvard business school, sought to find the effects of various conditions (i.e. most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increased productivity (i.e. this was called the Hawthorne effect). This finding provided big evidence that people worked for purposes other than salary. "The job satisfaction literatures is vast and covers nearly every profession (Gabbidon, 1953).

Later on Hoppicks (1935) reviewed 32 studies on job satisfaction and concluded that job satisfaction was a combination of psychological and environmental circumstances. Scientific management (i.e. Taylorism) also had significant impact on the study of job satisfaction. (Taylor, 1911) argued that there was a single best way to perform any work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piece work toward the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a fast pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. Some argued that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life-psychological needs, safety needs, social needs, self-esteem needs and self-actualization (Management research and practice, 2011). Those needs to be satisfied were highlighted by Abraham Maslow.

In the late 1980s, Herzberg, considered by many people to be pioneer in motivation theory, made a great contribution to the concept of job satisfaction. His study was focused on finding out what made employees satisfied and dissatisfied. Hence, he explained factors leading to high employees' satisfaction. These factors include work itself, promotion, level of salary (i.e. also called wages), nature of the work and working conditions. The *work itself* is major source of satisfaction. Research has shown that autonomy on the job is one of the major job

related motivational factors “some of the most important ingredients of a satisfying a job uncovered by surveys includes interesting and challenging work, that is not boring. And job that provide status” (Jane Kiabatari 1986),(waston, 1939), (mohanty, 1981)have confirmed the importance of the level of salary as determinant of job satisfaction.

2.2 Theoretical framework –Employees’ perceived job satisfaction

Perceived job satisfaction refers to the extent to which people like or dislike their job. It is defined as a perception since job satisfaction is a collection of feelings and beliefs that people have about their current job. People’s levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition, having attitudes about their jobs as a whole, People also can have attitudes about various aspects of their job such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (Etal, 2008). The perceived job satisfaction is a worker’s sense of achievement and success on the job. It is directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. It is key ingredient that leads to recognition, income, promotion and achievement of other goals that lead to a feeling and fulfillment (Kaliski, 1976)Job satisfaction been defined as pleasurable emotional states resulting from their appraisal of one’s job, and effective reaction to one’s job and attitude toward one’s job (Weiss, 2002)has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitude toward our jobs by taking into account our feelings, our beliefs, and our behaviors. According to (Wroom, 1969)job satisfaction in the reaction of the workers against the role they play in their job. and also (naylor, 1968)defined perceived job satisfaction as general attitudes of the workers constituted by their approach toward the wages, working conditions, control, promotion related with the job, social relation in the work, recognition talents and their similar variables, personal characteristics, and group relation apart work life.

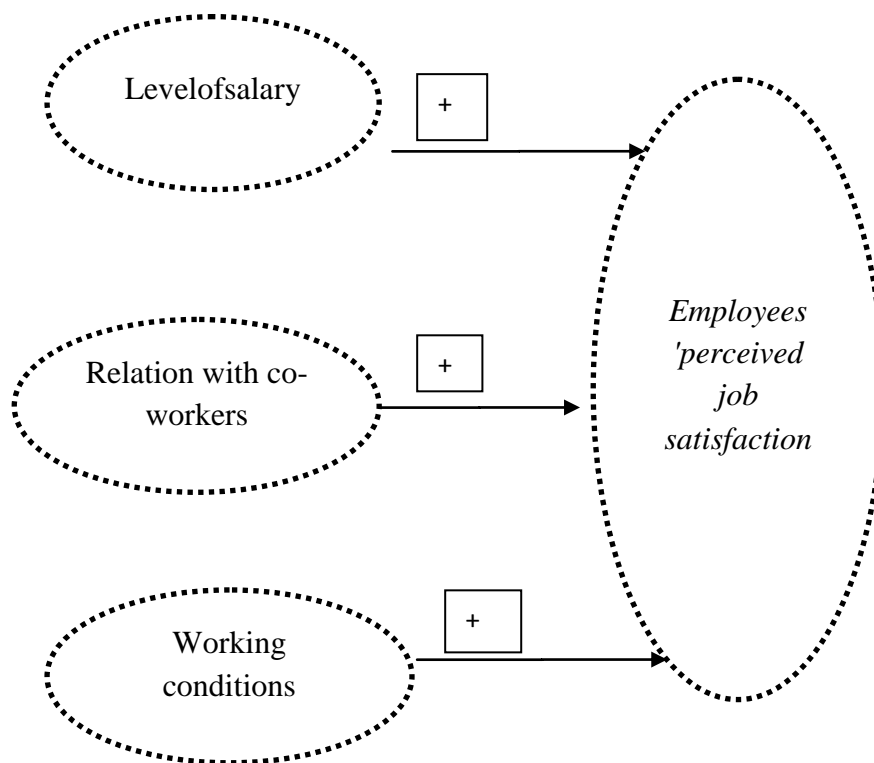
According to Bervedam, 1975, perceived job satisfaction is affected by five major factors: work itself, promotion, level of salary (i.e. also called wages), nature of the work and working conditions. The *work itself* is major source of satisfaction. Research has shown that autonomy on the job is one of the major job related motivational factors “some of the most important ingredients of a satisfying a job uncovered by surveys includes interesting and challenging work, that is not boring. And job that provide status” (Kiabali, 1986)*Work*

promotion has an effect on satisfaction depending on the form of promotion it takes. For instance, an individual who is promoted on the basis of seniority often experience job satisfaction but not as much as that one who is promoted on the basis of experience. The level of salary or wages is significant factors in job satisfaction. Money does not only help people to attain their basic needs but also it is an instrument in providing upper level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization. Supervision is another moderately important source of job satisfaction. The participation or influence supervisory style has proved to lead to hire job satisfaction. *The nature of work* group will have an effect on satisfaction. Friendly, cooperative coworkers are modest source of job satisfaction of individual employees. The work group of support comfort, advice and assistance to the individual workers. Working conditions are other factors that have a modest effect on job satisfaction. If the working conditions are good, the personnel will find it is easier to carry out their jobs. Finally, *the importance of working conditions* to job satisfaction was further stressed by (greenberg, 1986)they preached that often, when recruiting new employees, organization tend to paint an overly rosy picture of their internal conditions. When individuals then join the company, they find that their expectation about their job is not met. As a result, they may become dissatisfied and seek employment elsewhere.

Research findings by Weston (1939), have confirmed the importance of the level of salary as determinant of job satisfaction. In relation to the relationship with co-workers, every worker genuinely wants to be accepted by his/ her co-workers and desires congenial interpersonal relationship with them. Better personal and social relationship in the working group has always been a contributing factor towards the maintenance of high morale and a favorable attitude. As it has been found by Mohanty, in his research made in 1981, the underlying cause of dissatisfaction may be not in the punctual payment of a salary but in the work itself. It is in fact not the employees, thus a factor such as job pressure might influenced the perceived job satisfaction negatively. This is due to be the gap in communication between the workers and the management or unrealistic job expectations. Base on this, the hypothesis of this thesis states as follows (Figure 1 summarize the hypothesis):

Hypothesis1 the perceived job satisfaction of employees at the university is positively influenced by level of salary, working conditions, and relation with co-workers.

Figure 2.2.1 Perceived job satisfaction factors addressed in this thesis



Source: Secondary data- factors affecting life satisfaction.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This thesis aims to explore the relationship between employee's satisfaction and working conditions and level of salary, and the relationship between employee's commitment and working conditions and level of salary. To fulfill this aim, conducted a cross-sectional study of the employee's perceived job satisfaction and employee's commitment of employees of the College of Business and Economics at the University of Rwanda.

3.2 Research design

This is strategies used to conduct research. The study was therefore descriptive and analytical.

The analytical view helped to explain phenomenon from data which was collected. The descriptive view was also used to explain data collected in research.

3.3 Data needs

To fulfill the research objectives and answer the research questions, a quantitative cross-sectional study will help find out the relationship between relevant variables. The questionnaire will have to be responded by the employees of the College of Business and Economics at the University of Rwanda.

3.4 Population

This study focused and targeted employees of the College of Business and Economics in the University of Rwanda in order for me to come up with representative and realistic data. In this research, I discussed with employees at all level including; human resource department of the college, those at top management of the university of Rwanda college of business and economics, those at middle management, those in charge of academic staff and even the subordinates at low level

3.6 Sampling

As the name describe, it is not possible that all the employees of the College of Business and Economics at the University of Rwanda, can be interviewed in all campus. That is the reason why a sample integrated by one hundred employees has been used. This sample represents the total population of one hundred fifty population of the College of Business and Economics. This research project was discussed with employees at all level including; human

resource department of the college, those at top management of the university of Rwanda college of business and economics, those at middle management, those in charge of academic staff and even the subordinates at low level.

3.7 Data sources

This research is informed by primary and secondary sources.

3.7.1 Primary data

Primary data refers to data from the original observation collected for the first time on the topic, and the sources of the data included gathering information collected from the employees of the College of Business and Economics at the University of Rwanda by using questionnaire. A questionnaire can be defined as a suitable and inexpensive way to gather data from a potentially a large number of respondents. In this study, a detailed questionnaire was designed for all staff members of the College of Business and Economics in University of Rwanda. The questionnaire is in the appendix of this thesis.

3.7.2 Secondary data

Secondary data are based on the published sources of information, the data which had already been collected, compiled and presented earlier by others and could be used for the purposes of the investigations. In this research, this information was gathered from:

- Some information and publication from the website of the college of business and economics
- Some reports and publications from several reports including academic research.
- Some information collected from the newspapers.

The secondary data was used in this study to complete the knowledge on the topic and to compare the second hand information directly collected from the employees

3.8 Data processing and analysis

The data was processed through editing completeness and accuracy. Other data was summarized into table forms in order to get meaningful information. Data was compiled into this report using computer program such as Microsoft word, Microsoft excel and SPSS as correlation and regression analysis.

3.9 Data collection

Information on employee's satisfaction and retention, level of salaries as well as working conditions was collected from the employees of the College of Business and Economics at the University of Rwanda by using questionnaire. A questionnaire can be defined as a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The complete copy of this questionnaire is annexed. The questionnaire included the following items:

- Salary
- Experience and affiliation
- Working conditions
- Satisfaction

I collected one hundred questionnaires, which represent the total population of the university. In my research undertaken in university of Rwanda college of business and economics. I spent two weeks working on collecting data by using the methods mentioned above.

Table: 3.1 Research design

Days	Activities
One day	Negotiation with the employees and give them explanations about my research
two days	Distributing questionnaires to the respondents
five days	Collecting questionnaires
Five days	Interview with different respondents
One day	Organizing the collected data and finalize such activity with a closing remark and thank respondents

3.10 Data analysis

In order to gather data for understanding Employee's job satisfaction and commitment at the College of Business and Economics at the University of Rwanda, a sample of 100 respondents will ask to take part in a self-Convenience sampling is a procedure that gains and gathers the appropriate information from the unit of study or sample that are suitably accessible (Zikmund, 1997). Convenience sampling is usually used for gathering a huge number of accomplished surveys rapidly and with economy (Lym etral, 2010).It has certified that the sample members own one core qualification to take part in the self-administrative and Academic Staff of College of Business and Economic (CBE). The sample member should be working as an employee in an organization and having adequate knowledge about its job. The

selections of these employees are based on the previous outcomes of the studies on job satisfaction. SPSS was used to analyze the information collected as regression analysis involves the relationship between perceived of job satisfaction as dependent variables with Level of salary, working condition and Relation with co-workers. A model of the relationship is hypothesized, and estimates of the parameter values are used to develop an estimated regression equation. Various tests are then employed to determine if the model is satisfactory. If the model is deemed satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables.

SPSS was used also to correlation of perceived of job satisfaction with level of salary, perceived job satisfaction with working condition and perceived job of salary with relation with co-workers to measure the strength of a relationship between two variables. A strong, or high, correlation means that two or more variables have a strong relationship with each other, while a weak, or low, correlation means that the variables are hardly related. Correlation analysis is the process of studying the strength of that relationship with available statistical data.

Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation, which means that as the value of one variable increases, the other decreases. While a value of +1.00 represents a perfect positive relationship, meaning that as one variable increases in value, so does the other. Values like these--of + or - 1.00--signal a perfectly linear relationship between the two variables, so that if you plot the results on a graph it would make a straight line. A value of 0.00 means that there is no relationship between the variables being tested.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This section presents the analysis of the data collected. It also discusses the interpretation of the findings and examines the empirical evidence gathered using the questionnaire in order to test the hypothesis of the study. This chapter focuses on the results from surveyed employees, which is the College of Business and Economics in the Gikondo campus former School of Finance and Banking. Results are presented in tables, which indicate really the number of surveyed people relatively to the criterion used for the purpose of researching information on a given question. The percentages are shown in tables to highlight the aggregated number of responses a certain question.

The study used a sample of 100 respondents provided all the necessary information for the study. Among them 70 were from the administrative staff and 30 were from academic staff. It has been realized that in each category both male and female were represented. Tables are classified under different themes to enable easy representation and interpretation of data where necessary. Frequencies and percentages have been used as means of statistical analysis in percentages.

4.2 Historical background of the College of Business and Economics

It was officially enacted as part of University of Rwanda on (Official Gazette, 2013, Page 84-90). It was the School of Finance and Banking and has been merged with other colleges and form University of Rwanda (UR). The College of Business and Economics (CBE) covers four campuses in Rwanda which include Gikondo Campus, Huye Campus, Nyagatare Campus and Rusizi Campus. Courses undertaken in CBE encompass business and economics courses from Undergraduate to Masters Programs and also offer professional courses. The College of Business and Economics is among the six Colleges University of Rwanda. It has three schools namely Business, Economics as well as Tourism and Hospitality Management which is going to begin its activities by September 2016 as it was published by the University of Rwanda. Business School has eight departments while School of Economics has two departments. There are nearly eight thousand students in four Campuses at Gikondo, Nyagatare, Huye and Rusizi. There are close to 120 teaching and 150 administrative staff. It has programs from undergraduate to PhD by thesis in all of its domains. Besides, it also offers professional training courses in accounting, insurance, finance, procurement and

banking. Gikondo Campus, one of the four CBE Colleges is located in Kigali city, Kicukiro district precisely Gikondo sector and Mburabuturo village. It commenced its operations in 2006 under the name of “School of Finance and Banking, SFB”. It is a Government of Rwanda owned school and provides education to both Rwandan and non-Rwandan students.

The Mission of University of Rwanda and the College of Business and Economics as well is to deliver quality education and develop innovative teaching and research meant to address the problems of the population, the students, the nation, the region and the world. The University of Rwanda, shall, in detail, have the following main mission(Official Gazette, 2013, Page 84-90):

- “To design and offer high level courses for the award of undergraduate, graduate and postgraduate degrees in diverse disciplines of study including science and technology. It may also offer short-term courses for an award of a certificate.
- To provide a student with skills, technology and education which facilitates him/her in building confidence to create jobs and contribute to personal and the country’s development.
- To facilitate the advancement of knowledge and its practical application through research and other means.
- To participate in the discovery, transmission and preservation of knowledge and to stimulate the intellectual development and Rwandan culture.
- To publish research findings through oral, written and any other means and to collaborate with other institutions in the dissemination of the findings to foster the development of the country.
- To assist the population to solve other national development issues by means of the academic programs.
- To collaborate with other concerned organs as well as the private sector to ensure quality education in order to provide graduates who respond to the market needs.
- To cooperate and collaborate with other national, regional and international higher institutions.”

This chapter presents the results from the data collected through questionnaires to the staff of the CBE at the Gikondo campus former School of Finance and Banking (SFB). This thesis explores job satisfaction with regards to salary and employees' commitment. The thesis relies on a sample of 100 respondents. Among them 70 were from the administrative staff and 30 were from academic staff. In each category, both male and female were represented. The different tables in this chapter are related to different aspects of employee's job satisfaction and commitment. Frequencies and percentages have been used as means of statistical analysis in percentages. First, it is presented a description of the sample, and then the results related to the aim of this thesis are introduced.

4.3 Presentation of the context of the study: Staff of the CBE at the Gikondo campus

Table 4.1 Presentation of the context of the study: Staff of the CBE at the Gikondo campus

Age		Gender		Nationality		Marital status		Office department	Percentage
Range	%		%		%		%		%
18-28	10	Male	59	Rwandan	73	Single	19	Administration	70
29-39	11	Female	41	Other	27	Married	57	Academic	30
40-50	57					Divorced	14		
51-61	22					Widower	10		
Total percentage	100	Total percentage	100	Total percentage	100	Total percentage	100	Total percentage	100

Source: author's own elaboration with SPSS

Table 4 introduces the main features the sample. The highest number of respondents was between the age of 40-50 at a percentage of 57% and the age between 51-61 with 22% came second in place. Those with the age between 29-39 came third with 11% and finally the people between 18-28 come lastly with percentage of 10% of total respondents. This means that the highest number of employees is in a matured age because 57% of the respondents were between 40-50 years old.

Table 4 also presents the nationality of the sample. There are 73% that are Rwandan and 27% that are foreigners. It shows that other majority of those employees who work for that campus are Rwandan. Furthermore, 59% of the surveyed employees were male and 41% were female employees. Out of the 100 surveyed employees of the College, 19 are single, 59%,

representing a great number are married. Also, 14% are divorced while only 10% are widowers. Overall the sample represent employees integrate a diverse educational environment.

Table 4.2 Qualification and academic position of respondents

Office department		Level of education of the total sample		Academic position (2)
	%		%	
Administration	30	Secondary education	0	
Academic	70	Bachelor degree	25	Assistant lectures
		Master Degree	55	Assistant lectures
		PhD	15	Lectures
		Professor	5	Heads of departments and senior lectures
Total	100		100	

Source: author's own elaboration with SPSS

Notes:

- (1) This number includes professors, assistant and associate professors.
- (2) Academic staff corresponds to 70% of the sample.

Next in table 3, qualification and academic position of respondents is presented. Under my research, I realized that the staff of the College is composed of 70% in academic department whereas only 30% are working in administration department. The reason behind this is simple and understandable because this College is mainly designed for education purpose and a number of the staff are lecturers and other academic related activities. 45% of the surveyed academic and administrative staff have a Master's degree and this is the highest rate. The second rate is the bachelor's degree employees with 25% while 2% are Professors, 3% are Associate Professors and 10% are of PhD. 3% of the employees have a secondary education whereas only 35% had bachelor degree.

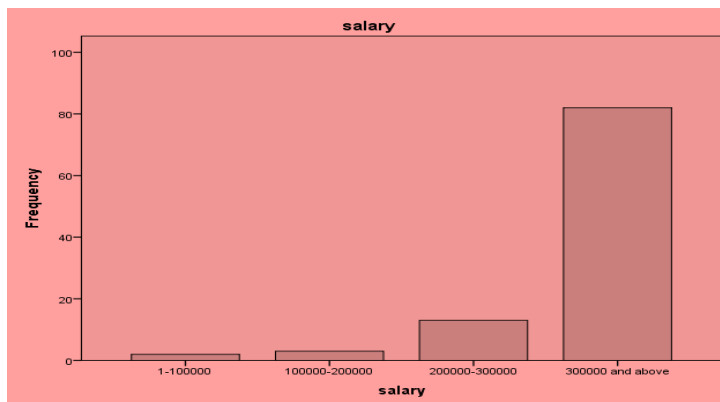
Table 4.3 Work experience, salary level and salary negotiation

Work experience		Salary		Negotiating salary	
No. of years range	%	Range	%		%
Less than 1	9	Less than 100000	2	Yes	93
1-3	22	100000-200000	3	No	6
4-7	53	200000-300000	13	Missing value	1
8-11	16	300000 and above	82		
Total	100		100		100

Source: author's own elaboration with SPSS

Next respondents of the College under this research stated that they have different number of years of experience. 53% had an experience between 4 and 7 years. 22% respondents had a working experience between 1-3 years and 16% have 8-11 years working experience. Table 4 also shows the salary level of respondents. The majority of the employees (82%) are those who are paid above 300,000 frw while the minority (2%) of respondents is those who are paid from 100,000 frw. Figure 2 also shows graphically the salary level distribution. The table (4) above also describes the extent to which employees are influenced by the level of the monthly salary they earn, and then it shows that 93 employees among 100 are influenced by their salary in terms of morale and performance of their activities.

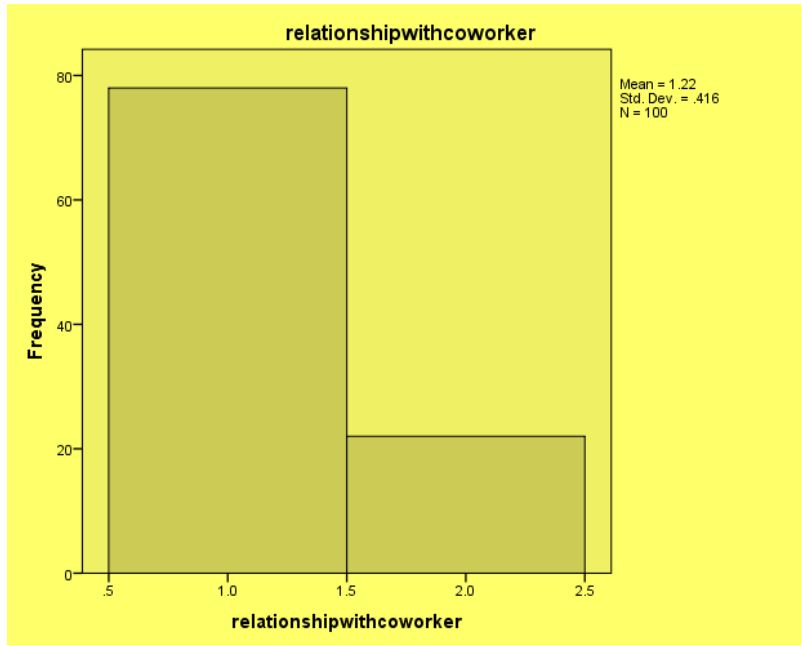
Figure 4.1: Salary distribution



Source: author's elaboration with SPSS

The next figure (3) shows that 78% of the employee in CBE reported being influenced by their co-worker with regards to performance at the work place. This aspect is important in the overall employee's satisfaction and employee's commitment.

Figure 4.2 Influence of co-worker to perform better in the work place



Source: author's own elaboration with SPSS

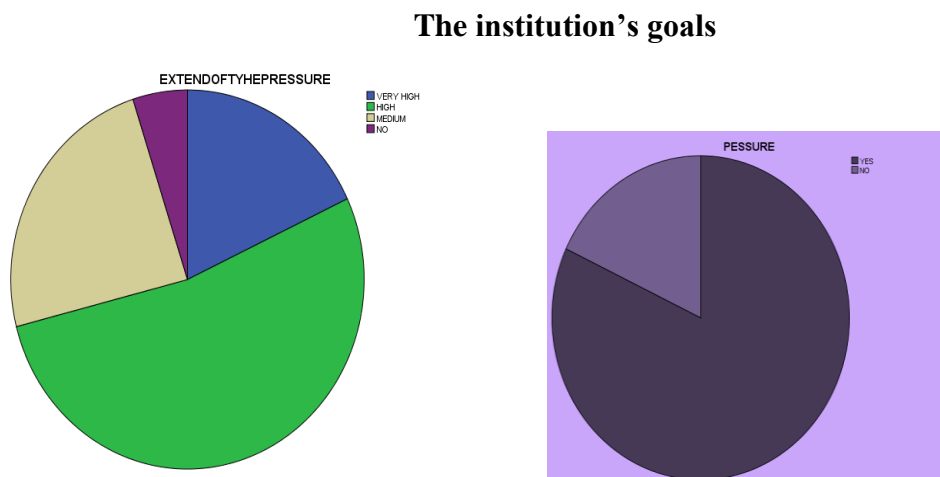
Table 4.4 Perceived job satisfaction

Job satisfaction		Pressure to achieve institutional goals		Perceived job satisfaction	
	%		%		%
Yes	90	Yes	90	Very high	20
No	10	No	10	High	45
				Medium	30
				Low	5
Total	100		100		100

Source: author's elaboration with SPSS

In table 4.4 the overall employee perceived satisfaction and perceived job pressure are reported. 90% of the respondents people being satisfied with the way they perform. This means that in general the employees in this institution are satisfied with their job. Interestingly, 20% of employees expressed feeling pressure with regards institutional goals. Figure 4 presents the results graphically. Such result means that even though employees are satisfied with their own performance, they expect to help the institution achieve its goals. This creates job pressure. This is clearly shown in the result of the next question. Employees were asked to indicate their perceived job pressure. 20% reported feeling a high level of job pressure, 45% stated perceiving a high level of job pressure and 30% having a medium level of pressure. Only5 % indicated perceiving no job pressure.

Figure 2.3 Perception of pressure to achieve and perception of job pressure



Source: author's own elaboration with SPSS

4.5 Perceived job satisfaction and working condition, relation with co-workers, level of salary

Correlation of perceived job satisfaction with level of salary is a correlation of 0.89 which is a very high or strong correlation. So, it means that there is a strong relationship between level of salary and job satisfaction in college of business and economics. Correlation of perceived job satisfaction with working condition is 0.56 which is a moderate correlation. And this indicates that the employees' working condition is not highly affecting the job satisfaction. Correlation of perceived job satisfaction with co-workers is 0.69 which is highly correlation that is a direct indication that there is strong relationship between perceived job satisfactions with co-workers.

Table 4.6 Perceived job satisfaction and working condition, relation with co-workers, level of salary

		WORKING CONDITION	LEVEL OF SALARY	RELATIONSHIP WITH COWORKERS
PERCEIVED JOB SATISFACTION	Correla tion	.56	0.89	0.69

Source: author 'own elaboration with SPSS

Correlation of perceived job satisfaction with level of salary is a correlation of 0.89 which is a very high or strong correlation. So, it means that there is a strong relationship between level of salary and job satisfaction in college of business and economics. Correlation of perceived job satisfaction with working condition is 0.56 which is a moderate correlation. And this indicates that the employees' working condition is not highly affecting the job satisfaction. Correlation of perceived job satisfaction with co-workers is 0.69 which is highly correlation that is a direct indication that there is strong relationship between perceived job satisfactions with co-workers.

Table 4.7 Logistic regression model of perceived job satisfaction with level of salary, working conditions and relation with co-workers.

	OR	100% P.J.S for OR	P value
Level of salary			
High			
Medium	1		
Lower	0.530	0.826-10063	<0.316>
Working conditions			
Office			
Transport	1		
Break	0.430	0.249-1.5031	<0.001>
Relation with co-workers			
Yes	1		
No	0.450	0.771-0.858	<0.003>

Source: author's own elaboration with SPSS

Notes: We add that this P value is not significant because is over 0.05. (Significant at $p < 0.05$, Not Significant at $p > 0.05$)

Table 4.7 show us which variables is strength of relationship the chosen variables with perceived of job satisfaction. The result from the regression analysis show us that is level of salary have $<P=0.316>$ $OR=0.530$, which is primary variables causes to be a job satisfaction than others. We add that this P value is not significant because is over 0.05.

4.4 Answer to the research question

To fulfill the objectives of this thesis, research questions is discussed based on the results of the findings. The research question was: *How does level of salary, working conditions and relationship with co-workers affect perceived job satisfaction for the College of Business and Economics in the University of Rwanda?*

Based on the correlation analysis perceived job satisfaction with level of salary is a very high. So, it means that there is a strong relationship between level of salary and perceived job satisfaction in college of business and economics. Correlation of perceived job satisfaction with working condition is a moderate correlation. And these indicate that the employees' working condition is not highly affecting the perceived job satisfaction. Correlation of

perceived job satisfaction with co-workers is highly correlation that is a direct indication that there is strong relationship between perceived job satisfactions with relationship with co-workers.

Based on the regression analysis perceived job satisfaction has a significant positive association with level of salary perceived. The regression analysis confirmed that perceived job satisfaction is influenced by level of salary more than working condition and relationship with co-workers. Perceived job satisfaction is confirmed by the level of salary according to previous studies (Greiffeth, 1999).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The term perceived of job satisfaction is a combination the factors as level of salary, working condition and relation between co-workers that make the University of Rwanda have a good performance. Job performance greatly depends on the amount of perceived of job satisfaction one derives out of the job, which in turn relies on the work per se, the working conditions, the level of salary, the relationship with co-workers in the College of Business and Economics at the University of Rwanda.

5.2 Conclusion

The conclusion of this study is that perceived job satisfaction of employees in the College of Business and Economics at the University of Rwanda. The employee's commitment at the university is positively influenced by the level of salary, however, other factors also like influence this relation, that is working conditions and co-workers. This thesis however did not find sufficient evidence to confirmed the hypothesis. There are several reason for this. A first reason can be that the design of the survey did not capture sufficiently the different factors determining perceived job satisfaction. A second reason is that the number of subjects in the study were not sufficient. Still, job satisfaction in many organizations worldwide is a major determinant of individual or group performance. The College of Business and Economics at the University of Rwanda as well, is focusing on how to enhance its competitive advantage basing on the quality of academic services it is offers in the fields of management and entrepreneurship development. It is obvious that the College cannot reach this significant goal unless it invested more in the improvement on the quality of its employees' welfare which acts as the direct factor of job satisfaction among their employees. From the analysis on the factors affecting perceived job satisfaction at the College of Business and Economics at the University of Rwanda, it is possible to conclude that job satisfaction is a higher level of job satisfaction that increases motivation of the employees in their daily work.

5.3 Recommendations

The managers influence the behavior of the employees towards the job. This is the reason why managers have a great impact on employee perceived job satisfaction and it is achieved through improving the factors affecting perceived job satisfaction. In regard to these factors,

the following recommendations are addressed to public institutions managers in general and in particular, the College of Business and Economics at the University of Rwanda.

Employee growth and development

Management efforts should be allocated to the process of finding out how employees should be favored to realize their ambitions and goals as they are offering their labor service to the institution efficiently. This may be through job enrichment and job enlargement. Employee self-control and self-direction, employee participation as well as initiating and enforcing knowledge management concept in College of Business and Economics at the University of Rwanda management style may help in this regard.

Working conditions

Supportive working conditions to employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Most employees prefer working in clean and relatively modern facilities and with adequate tools and equipment. Employees prefer jobs that give them opportunities to use their skills, abilities and offer a variety of tasks, freedom and feedback on how they are doing. The behaviors of employers are the major determinant of good working environment and conditions. Employee's satisfaction increases when the immediate supervisor understands and friendly offers praise for good performance listens to employees' opinions and shows a personal interest in them.

Salaries

The most critical factor to improve on in managing the public servants is what they earn as return of the contribution and commitment to organization. Rwandan public organizations pay their employees as an insufficient compensation package in terms of economic and non-economic factors. This is explained by public managers as well as the government itself as the result of insufficient public funds once compared to the public expenditure as the government is trying to rehabilitate and rebuild the country after the destroying war and the genocide against the Tutsi in recent years. Government of Rwanda through the ministry of labor tries all the best to restructure the payment schemes and system to be recognized and followed in public institutions. Probably, the College of Business and Economics at the University of Rwanda as its part will improve on its worker's salaries

Relationship with co-workers

It's important that everyone feels comfortable with the dynamics of communication in the workplace. All workers should be able to express their thoughts and feelings and feel safe doing so. It's important to remain non-judgmental and non-confrontational when speaking with your colleagues. This will create an environment where employees are encouraged to talk to each other about any issues that come up so that they can be handled quickly and efficiently, without anyone feel uncomfortable addressing these things. This will also cut back on workplace gossip as employees will be more likely to address issues that come up as they happen rather than complaining or gossiping to others about it.

When you and your colleagues are communicating with each other, you want to be fully present with each other. This can be done by minimizing distractions, making eye contact, and acknowledging what you're hearing. It's important that you actually listen to what you're coworker is saying in the present moment, rather than interrupting to offer your own opinions on the situation or making assumptions about what they mean. If you find yourself getting distracted while your coworker is speaking, you should re-focus by clarifying what they're saying.

5.3 Suggestions for further research

When the researcher went deeper into the research, more interesting topics came in his way. From the matter, it was suggested that future researchers would research on the following:

- Develop a multivariate analysis to determine the specific factors that influence employees' job satisfaction and their commitment to universities.
- Academic personnel and administrative staff can show different levels of perceived job satisfaction and retention. This can be better study with an in-depth case study based on interviews and observations to understand the influence of working condition in the satisfaction of personnel.

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APPENDIX

Evaluation of Employee's perceived job satisfaction.

QUESTIONNAIRE RESERVED FOR THE EMPLOYEES OF THE COLLEGE OF BUSINESS AND ECONOMICS AT THE UNIVERSITY OF RWANDA (UR-CBE).

Introduction

Dear Respondent/ Employee,

I am MUHIMPUNDU Spéciose, a student in the College of Business and Economics at the University of Rwanda, conducting a research on “Employee's perceived job satisfaction ” as a partial fulfillment for the award of Master’s degree in Business Administration (MBA).

Through this questionnaire, your answers will be helpful in setting up and analyzing the problems involved in this situation and how to overcome.

I humbly request you to answer the questions below so that I perform well in this research. I assure you that information provided will be kept confidential and used for academic purpose.

Note: Tick ✓ in a box corresponding to your best choice for the assigned question.

Kind regards.

Questions

Q1: Nationality:

Rwandese

Non-Rwandese

Q2 Gender: Male

Female

Q3 Ages: between: 18years old- 28 years old

29years old- 39years old

40 years old – 50 years old

51 years old-61 years old

62 years old and above

Q4 Marital status: Single

Married

Divorced

Widow/widower

Q5 Academic qualification: Secondary level (A2)

Bachelor's degree (A1)

Bachelor degree (A0)

Masters

PhD

Associate professor

Professor

Q6. Which department do you belong to?

Academic

Administration

Q7. For how long have you been working in CBE?

1 year – 3 years

4 year-7 years

8 years-11 years

12 years- 16 years

17 years and above

Q8 How much do you earn monthly:

Between

1-100,000 frw

100,000frw-200,000

200,000frw-300,000frw

300,000frw and above

Q9 Does your salary influence level of your working consent

Yes

No

Q10 Have you ever got any training related to your job?

Yes

No

Q11 Your efforts at work are appreciated by your supervisor?

Yes

No

Q12. The nature of work supervision at CBE is motivating and lead to new learning experience?

Excellent

Very good

Good

Bad

Very bad

Q13. Has your performance increased production in institution that you work for?

Yes

No

Q14. Does your employer give you any additional allowance above your salary?

Yes

No

Q15. Have you ever experienced any harassment at your work?

Yes

No

Q16 Your relationship with co-workers is supportive to your work?

Yes

No

Q17 Your responsibilities at work are challenging and enjoyable?

Yes

No

Q18 Does your institution involved in community development programs?

Yes

No

Q19. How many times your employer makes job evaluation in year, related to your post.

1 time

2 times a year

3 times and above

Q20. Does the institution that you work for, allow its employees to take leaves?

Yes

No

Q21. Have you ever forced to achieve goals of the institutions?

Yes

No

Q22. To which have you been forced to achieve institution's goals?

Very high

High

Medium

No

Q23. Have you ever been rejoiced by the way you are treated in the CBE?

Yes

No

Q24. Have you ever been rejoiced by your performance and achievement?

Yes

No

Q25. Among the following factors, which is the most factor influences you to be retained in college of business and economics?

Better payment

Good working environment

Job allowances

