

# **Effect of Management Style on Job Evaluation In Public Corporations: A Case Study of Jomo Kenyatta Foundation**

**George O. Muga**

P. O. Box 53535 (00200) Nairobi- Kenya

Email: [owichpastor@yahoo.com](mailto:owichpastor@yahoo.com)

DOI: 10.6007/IJARBSS/v4-i4/747 URL: <http://dx.doi.org/10.6007/IJARBSS/v4-i4/747>

## **Abstract**

Organizations, especially business organizations conduct job evaluation and analysis to establish and qualify differences in employee contribution across jobs. These differences provide a foundation for employee compensation decisions. In each case, evaluation is done to the job, not the employee who performs the job, and is influenced by what the business believes it has to pay to attract, retain and motivate people and this in turn will be influenced by market rates and increases in the cost of living. The purpose of the research was to examine the effect of management style on job evaluation in public corporations with reference to Jomo Kenyatta Foundation. The study adopted descriptive research design taking on a case study where data was collected from a population of Jomo Kenyatta Foundation management staff and other employees who were sampled through stratified random sampling technique. Primary data was collected using a self-administered questionnaire, while secondary data review was obtained from existing literature such as; journals and periodicals, books and internet sources in regard to human resource management. Quantitative data was analyzed using descriptive statistics where findings were presented in tables and pie charts with interpretation done using frequencies, percentages mean scores and standard deviation. The study found out that participative or democratic, transformational management styles are popularly being used in JKF and that management styles influence job evaluation at Jomo Kenyatta Foundation to a very great extent.

The study recommends that JKF management should find a method of determining equitable wage rate differentials guided by proper job evaluation.

**Key words:** Management Style, Job Evaluation

## **INTRODUCTION**

Job evaluation is the process of reviewing compensable elements of specific positions to determine the value that each one brings to the organization (Armstrong & Brown 2001). Armstrong notes that most organizations use a form of job evaluation as a systematic process of establishing the relative worth of jobs within an organization. Consequently, he observes the purpose of job evaluation as, provide a rational basis for the design and maintenance of an equitable and defensible pay structures, enable consistent decisions to be made on grading and

pay rates, help in management of relativities existing between jobs in an organization and to establish the extent to which there is comparable worth between jobs to enable equal pay for work of equal value. Typically, companies analyze each job using some method of evaluation. Creating a hierarchy of jobs sets the stage for developing pay grades. Salary structures provide companies with an equitable means of compensating employees. Job evaluation is intended to create a hierarchy of jobs so that rational pay structures can be developed and maintained. According to Dessler (2005), the abilities of jobholders are not considered in job evaluation, nor is it concerned directly with pay levels (although a basis for comparing pay and benefits may be provided by job evaluation techniques). The time required for job evaluation means the benefits to the organization must be significant, and the methodology used must be the best for the company.

Job evaluation will help public corporations in job placements, elimination of role duplications, overcoming the challenge of bloated workforce, establishing working organizational structures, setting remuneration levels, averting industrial action by workers, staff development and improved productivity (Deborah, & Brian 2000).

The Jomo Kenyatta Foundation was incorporated under the Companies Act, Cap. 486, Laws of Kenya as a company limited by guarantee and having no share capital on 2nd March 1966. The initial working capital was sourced from various donors. By 1972, the Foundation had fully repaid the loans and has since remained a self-financing and self-reliant institution. The Jomo Kenyatta Foundation was established in the wake of Kenya's determination to take control of the country's educational publishing system and thus prevent huge capital flight. The mandate given to the JKF at that point in time was wide and even extended to the East African Community.

However, the activities of JKF were limited to Kenya. In 1971, the Board passed a special resolution amending the objects' clause to read: *"The objects for which the Foundation is established are solely for the advancement of education and that part of the income be expended for the purposes which result to the benefit of the citizens of Kenya..."* The company is a publisher and printer of quality school text books produced for the approved curriculum and general readers. JKF books are used in both primary and secondary schools. Several titles are also available for use in tertiary institutions. Since JKF publications are produced to the highest standards in terms of paper quality and binding, each time you buy our book you get the best product in terms of quality. In addition, by buying a JKF book you contribute towards the JKF Scholarships Fund which is dedicated to the education of bright but needy students in public secondary schools countrywide.

JKF was able to expend its profits for the purposes of advancement of education by awarding scholarships to bright but needy students in public secondary schools. This was the beginning of the scholarships programme, which is the hallmark of JKF's special and unique contribution to national goals and ideals. The number of scholarships offered varies from year to year subject to the financial ability of the Foundation. The Foundation is a strategic parastatal, serving a key national development objective, namely, the provision of educational materials that complement national development goals of self-reliance and industrialization.

## **PROBLEM STATEMENT**

Public Corporations in Kenya are public entities created by law and funded by taxpayer's money. They are established to provide crucial services to the Kenyan Public (Njanja 2002). To this end, there is need for public corporations to be efficient and effective in service delivery not only for purposes of customer satisfaction but also to enable them gain competitive edge in business. For many years, most state corporations' performance has been characterized by huge losses insolvency and even closure occasioned by lack of professionalism and best practices in the way they are managed. However, in the recent past, significant improvements have been reported by most corporations as a result of performance appraisal systems and performance contracting requirements by the government of Kenya (Nyambati, 2007).

Armstrong (2009), notes the main problem of public corporations as their inability to carry out job evaluation and that even when it is done, it hardly succeeds. Recent challenges in public corporations range from political interference, bloated workforce, low profitability, among other challenges (Aseka, 2002). Nyambati (2007) also agrees to this. Cole (2002), however adds, that job evaluation is not given the proper weight it deserves by organizations and are carried out by second parties not close to employees. Cowling and James (1994) observe that for the success of the program, those who operate it must own the evaluation scheme. A scheme fostered onto managers and employees by the personnel department will not work if considerable consultation and delegation, as well as a monitoring procedure to ensure how it happens is in place. Aseka (2002) further argues that political interference significantly predicts the dynamic nature of human resource practices in the public sector.

According to Nyaoga, Magutu and Kibet (2010), most studies discuss job evaluation that allows employees to develop their skills and to meet business goal, and thus not considering the factors, which affect the whole system. The management of Jomo Kenyatta Foundation, in their five-year strategic plan (2007-2012) seems to support this view by scholars. They note in the document that among the challenges facing the Foundation are; ineffective performance management tools and a weak strategy execution function. In their job evaluation conducted in 2008, the strategic plan highlights that the findings and recommendations were only partially implemented. This allusion creates an opportunity for further research not only on factors affecting job evaluation at the corporation, but also on how the exercise is conducted and why the reluctance by management to implement decisions. According to Steed (2000), job evaluation mechanisms in public corporations bear little results. How does the management style affect this job evaluation as issues surrounding lack of implementation seems to surround management.

## **Objective**

The objective of this study was to examine the effect of management style on job evaluation in public corporations with reference to Jomo Kenyatta Foundation.

## **Literature Review**

The chapter reviews literature related to the factors that influence job evaluation. The concept of job evaluation is also described. The chapter explores the influence of management styles on

job evaluation. In addition, the chapter presents the theoretical review and conceptual framework of the study.

### **Theoretical and Conceptual Framework Management Theories**

The works of Edward W. Deming and Douglas McGregor have been highlighted as they come close to the area of study. Edward Deming is the founder of modern quality management and is regarded by the Japanese as the key influence in their postwar economic miracle. He postulated several assumptions: create constancy of purpose for continual improvement of products and service; adopt the new philosophy created in Japan; cease dependence on mass inspection; build quality along with price; improve constantly and forever every process planning, production, and service; institute modern methods of training on-the-job for including management; adopt and institute leadership aimed at helping people to do a better job; drive out fear, encourage effective two-way communication; breakdown barriers between departments and staff areas; eliminate exhortations for the workforce – they only create adversarial relationships; eliminate quotas and numerical targets; remove barriers to pride of workmanship, including annual appraisals and Management by Objectives; encourage education and self-improvement for everyone; and define top management's permanent commitment to ever improving quality and productivity and their obligation to implement all these principles (Moynihan, 2004).

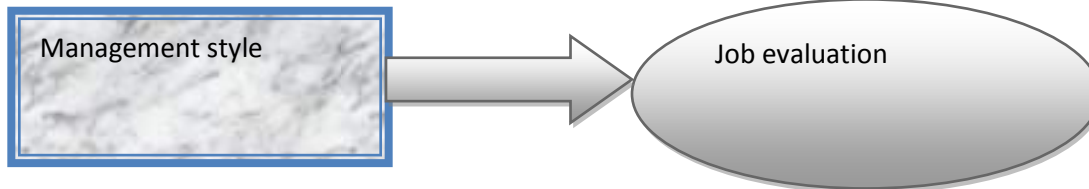
Douglas McGregor (1906-1964) postulated management ideas as contained in "Theory X" and "Theory Y". Using human behavior research, he noted that the way an organization runs depends on the beliefs of its managers. "Theory X" gives a negative view of human behavior and management that he considered to have dominated management theory from Fayol onwards –especially Taylorism. It also assumes that most people are basically immature, need direction and control, and are incapable of taking responsibility. They are viewed as lazy, dislike work and need a mixture of financial inducements and threat of loss of their job to make them work ('carrot and stick' mentality). "Theory Y", the opposite of "Theory X", argues that people want to fulfill themselves by seeking self-respect, self-development, and self-fulfillment at work as in life in general. The six basic assumptions for 'Theory Y' are: work is as natural as play or rest – the average human being does not inherently dislike work, whether work is a source of pleasure or a punishment (to be avoided) depends on nature of the work and its management. Second, effort at work need not depend on threat of punishment – if committed to objectives then self direction and self-control rather than external controls. Third, commitment to objectives is a function of the rewards associated with their achievement. Satisfaction of ego and self-actualization needs can be directed towards the objectives of the organization (Sutherland & Canwell 2004).

Fourth, the average human being learns, under proper conditions, not only to accept but to seek responsibility. Fifth, high degrees of imagination, ingenuity and creativity are not restricted to a narrow group but are widely distributed in the population. Lastly, under the conditions of modern industrial life, the intellectual potentials of the average human being are being only partly utilized. There is, however, one theory or approach, the quantitative approach that is hardly used and known by managers. It emerges from operations research and management science. It is a mathematical and statistical solution to problems using optimization models, and

computer simulations. It is most effective management decision-making rather than managerial behavior. The management theories that have been discussed, important as they are, have to be translated in practice by managers (Tull, & Albaum, 2005).

**Independent Variable**

**Dependent Variable**



**Management style**

Management style is defined as “a recurring set of characteristics that are associated with the decisional process of the firm or individual managers” (Albaum, Herche and Murphy 2005). This definition is similar to what Abramson, Lane, Nagai and Takagi, (2003) have defined as cognitive style: “consistent modes of thought that introduce systematic preferences for particular kinds of information that are used in the problem-solving process”. Previous studies have shown that five cultural dimensions (Hofstede, 2001) significantly affect management values. Cultural dimensions of individualism, uncertainty avoidance, masculinity, power distance and long-term orientation were shown to have a significant relationship with managerial values and decision-making (Birnbaum-More, Wong and Olve, 1995; Hofstede, 2001; Robertson, 2000 and Westwood and Posner, 1997).

A manager's style is determined by the situation, the needs and personalities of his or her employees, and by the culture of the organization. Organizational restructuring and the accompanying cultural change has caused management styles to come in and go out of fashion. There has been a move away from an authoritarian style of management in which control is a key concept, to one that favors teamwork and empowerment. Managerial styles that focus on managers as technical experts who direct, coordinate and control the work of others have been replaced by those that focus on managers as coaches, counselors, facilitators, and team leaders (Abramson, Lane, Nagai and Takagi, 2003). Successful management styles involve building teams, networks of relationships, and developing and motivating others. There is a greater emphasis on participative management styles and people management skills (Albaum, Herche and Murphy 2005). The main form of management styles are; Exploitive-authoritative, Benevolent- authoritative, Consultative system, and Participative- group system.

Developing an effective job evaluation and performance appraisal system requires strong commitment from top management: if the system does not provide the linkage between employee performance and organizational goals, it is bound to be less than completely effective (Deborah and Brian, 2000). Organizations operating in this time of continual change and global competition cannot afford unmotivated and uncommitted employees. An effective system of job evaluation and performance appraisal is a major component of an organization that allows every employee to feel that his/her contribution has contributed to the success of

the organization and a desire to add to that success, and thus the management has a role to play to ensure that this fall in place (Deborah and Brian, 2000).

### **Critique of the Existing Literature Relevant to the Study**

One of the major difficulties in the research of job evaluation has been the simplistic conceptualization of evaluation that has dominated much of the research. In much of the research designed to investigate the predictors of job evaluation there has been a tendency to focus on the effect of only one or two variables. Although this univariate approach has the advantage of simplicity, many of the predictor variables that have been identified are likely to be subsumed by other variables if subjected to a multivariate analysis.

In an attempt to integrate several predictive variables and provide some clarity, researchers have proposed multivariate models. Most of these models take a similar form in that they incorporate a range of resources that contribute to the way in which the individual interprets evaluation and copes with the demands placed on him or her.. While these models make a great deal of intuitive sense, there is little empirical support for their ability to account for a reasonable amount of variance in outcome (Dollard, 1996). The lack of support for these models could be attributed to the fact that the job process is too complex to be represented adequately by such parsimonious models. Indeed, it is likely that evaluation research is not yet sufficiently advanced to test the complex relationships that are likely to exist between variables. Few studies have adequately tested the range of mediated, moderated and additive effects of variables on outcomes, instead focusing largely on the direct relationships. While this knowledge may not sound important in a practical sense, in reality, interventions that are based on inadequate research findings are a costly waste of time (Murphy & Cleveland, 1995).

Mwendwa (2011) in an unpublished research looked at the factors affecting job evaluation in public corporations with reference to the Kenya Institute of Education. Mwendwa's variables of study included; team cohesion, organizational culture and management commitment to job evaluation. However, he recommends further research to establish more factors affecting job evaluation in the public sector. He noted his inability to delve deeply in the factors that he set out to study. It is against this background that a thorough study into this topic was being proposed. A notable difference between Mwendwa's approach and this particular research is that he mostly considered internal factors. There is a need to look into external factors such as change in technology as well. The existing literature on job evaluation have largely focused on setting up pay grades and other compensations to employees while ignoring factors necessary for conducting credible job evaluations in organizations for general work improvement. Very little has been done for instance on the impact of changing technological advancements on job evaluation. This research concentrated on some of these factors that have not been exhaustively considered to establish how they relate to job evaluation.

Akinyele (2010) notes that formal job evaluation has become a key feature of an organization drive towards competitive advantage through a continuous performance improvement. However, he noted that it sometimes yields disappointing results. The primary reasons includes, lack of top management information and support, unclear performance standards, rater bias, too many forms to complete, and use of the programme for conflicting purposes. Nyaoga, Magutu and Kibet, (2010) studying the effectiveness of job evaluation systems in



private universities in Kenya noted that there has been little research in this field of job evaluation. Most studies discuss job evaluation that allows employees to develop their skills and to meet business goal. However, no empirical study has been conducted to determine the effectiveness of the evaluation in NGOs. Ouchi (1979) indicates that many companies in Kenya conduct job evaluations, regardless of their level of sophistication. However, a number have not actualized the process. They are still learning the ropes, and they need to start by delinking the results of the evaluation from salary reviews.

### **Research Methodology**

This research adopted a descriptive case study and aimed at establishing factors that affect job evaluation in public corporations. A case study was suitable for this research as it involved a complete observation of a social unit (a person, a group or a social institution) emphasizing in depth rather than in-breadth analysis (Robson, 2002). Case study also satisfied the three tenets of the qualitative method: describing, understanding, and explaining (Yin Yin 1994). More so, a case study is important for analyzing information in a systematic way to come up with useful conclusions and recommendations (Mugenda & Mugenda, 1999). The target population for the proposed research were employees in the management who are involved in job evaluation, as they are appropriate in decision making as well as resourceful in terms of information on the factors affecting job evaluation. On the other hand, non-managerial employees were also considered since their evaluation of management's performance was of significance to the study. Thus, the research focused on senior, middle, lower level and non managerial employees in the organization. The study relied primarily on quantitative data. Quantitative data was analyzed using descriptive statistics with the help of the Statistical Packages for Social Sciences (SPSS) version 18.0.

### **Findings and Discussions**

This chapter presents the analysis and interpretations of the data collected. The research was conducted on a sample of 43 respondents from the middle, lower level and non-managerial employees in the organization to which questionnaires were administered. However, out of the issued questionnaires, 36 were returned duly filled in making a response rate of 88.7%, which was sufficient for statistical reporting. Mugenda and Mugenda (1999) stated that a response rate of 50% and above is a good response rate.

### **Reliability Results**

---

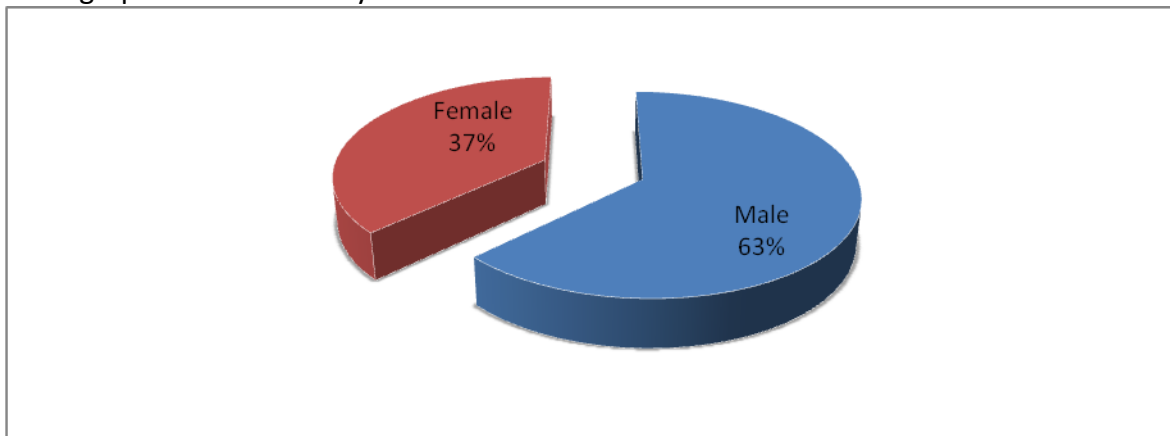
Cronbach's Alpha	0.85
N	10
Cronbach's Alpha Based on Standardized Items	0.1
No of Items	4

---

Reliability is important in any measurement scale. Scale reliability is the fraction of variance attributed to the true score of the latent construct (Gable, & Wolf, 1993). Scale reliability is usually measured by internal consistency reliability that indicates the homogeneity of items comprising a measurement scale. The internal consistency of a measurement scale is assessed by using Cronbach's coefficient alpha. It is recommended that if a measurement scale having a Cronbach's coefficient above 0.50 is acceptable as an internally consistent scale so that further analysis can be possible. From the findings, the alpha value was 0.85. This means that the instruments used to measure the effect of independent variables (technology, management styles, size of organization and employee training) on job evaluation were highly reliable.

### **General information**

The study sought to ascertain the information on the respondents involved in the study about the gender, age, Designation in the organization and duration of working. The bio data points at the respondents' suitability in answering the questions and looks at the employment demographics of Jomo Kenyatta Foundation.



From the findings, 63 % of the respondents were male and 37% were female. This implied that majority of the workers at Jomo Kenyatta Foundation are male in various levels of management and consequently, most of the responses emanated from the males.

### **Distribution of Respondents by Age**



In order to understand the respondents' age distribution, the respondents were asked to indicate the age category in which they fell.

	<b>Frequency</b>	<b>Percentage</b>
18-30 yrs	10	27.8
31-40yrs	12	33.3
41-50yrs	9	25.0
Above 50 yrs	5	13.9
<b>Total</b>	<b>36</b>	<b>100</b>

From the findings, most of the respondents (33.3%) were between 31 – 40 years old, 27.8% were between 18 and 30 years old, and 25% were aged between 41 to 50 years while 13.9% were over 50 years of age. The findings indicate that majority of the managers at Jomo Kenyatta Foundation are young and energetic who are able to run the affairs of the organization and are aged between 18-40 years of age.

### **Designation in the organization**

In order to understand the respondents' position in the organization, the respondents were asked to indicate their designation in the organization. The table below indicates an analysis of the staff designation in the organization.

	<b>Frequency</b>	<b>Percentage</b>
Top management	5	13.9
Middle level management	9	25.0
low level management	12	33.3
Non managerial staff	10	27.8
<b>Total</b>	<b>36</b>	<b>100</b>

From the findings, most of the respondents (33.3%) were low level management, 27.8% were non managerial staff, and 25% were Middle level management while 13.9% were in the Top management. The findings indicate that most of the managers in this study were low-level management and Middle level management respectively.

### **Management Styles**

The study in this area asked the respondents to indicate the various management styles used in JKF. The findings are recorded on Table below.

	<b>Frequency</b>	<b>Percentage</b>
Autocratic or authoritarian style	1	3
Participative or democratic style	11	29
Laissez-faire or free rein style	7	20
Toxic leadership	4	11
Transformational style:	9	26
Transactional style:	4	11
<b>Total</b>	<b>36</b>	<b>100</b>

From the findings of the study, most of the respondents (29%) indicated that participative or democratic style is the most popular management style used in JKF while 26% and 20% cited transformational style and Laissez-faire or free rein style as the other management styles used in JKF respectively. This implies that participative or democratic, management styles are used in JKF to a great extent

The study further asked the respondents to indicate the extent to which they agreed with the following statements regarding the effects of management styles on job evaluation. The responses were rated on a five point Likert scale where: 1 - Strongly disagree 2 – disagree 3 – neutral 4- agree and 5- strongly agree. Findings are presented in below.

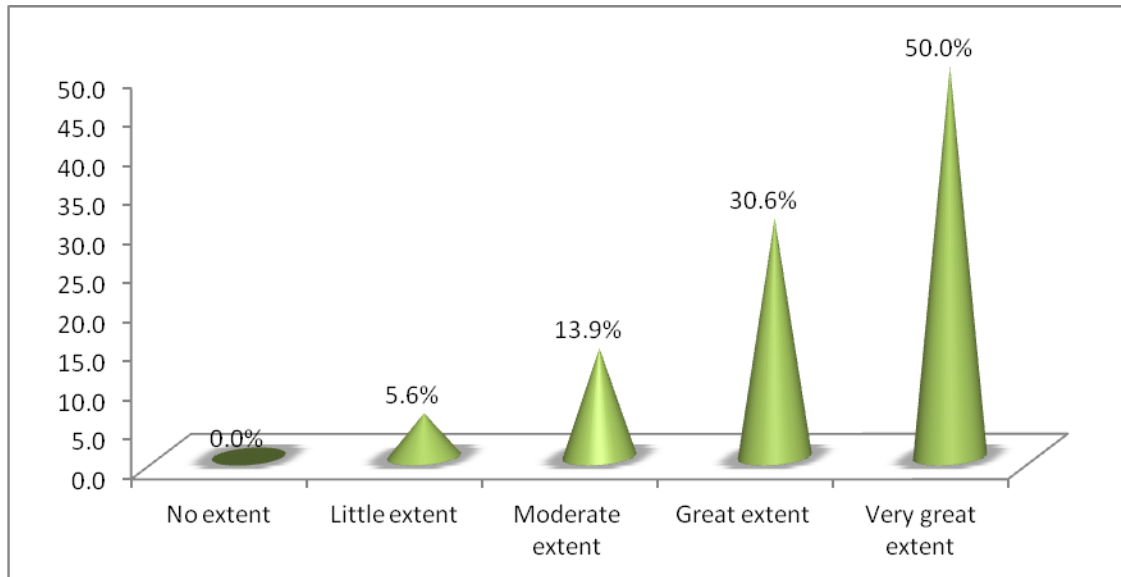
<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Non-authoritarian style of management favors teamwork and empowerment	4.60	0.112
Good managerial styles focus on managers as coaches, counselors, facilitators, and team leaders thus promoting good performance	4.78	0.725
Good management styles involve building teams, networks of relationships, and developing and motivating others	4.65	0.334
Good management styles provide the linkage between employee performance and organizational goals,	4.75	0.214
JKF Management fully support performance appraisal systems that contributes to the success of the organization	4.73	0.647
JKF management practices management styles that enhance team work	4.64	0.342

From the findings, majority of the respondents strongly agreed with the statements that good Managerial styles focus on managers as coaches, counselors, facilitators, and team leaders thus promoting better performance, good management styles provide the linkage between employee performance and organizational goals and that JKF management fully support performance appraisal systems that contribute to the success of the organization as shown by mean scores of 4.78, 4.75 and 4.73 respectively. Most of the respondents further agreed neutrally that management styles involve building teams, networks of relationships, and developing and motivating others, JKF management practices management styles that enhance team work and productivity by employees and that non-authoritarian style of management favors teamwork and empowerment as shown by mean scores of 4.65, 4.64 and 4.60 respectively. This agrees with (Abramson, Lane, Nagai and Takagi, 2003) who observed that a managers style is determined by the situation, the needs and personalities of his/her employees, and by the culture of the organization.

### **Management Styles' influence on Job Evaluation**

The study in this area wanted to establish whether management styles influences job evaluation at Jomo Kenyatta Foundation. From the findings, all respondents (100%) agreed that management styles influences job evaluation at Jomo Kenyatta Foundation.

The study further wanted to establish the extent to which management styles influence job evaluation at Jomo Kenyatta Foundation. The findings are recorded on figure below.



From the findings, majority of the respondents (50%) indicated that management styles influences job evaluation at Jomo Kenyatta Foundation to a very great extent while 30.6% and 13.9% cited that management styles influences job evaluation at Jomo Kenyatta Foundation to a great extent and to a moderate extent respectively. This implies that management styles practiced at JKF are healthy for development of job evaluation scheme with great success.

## Conclusion and Recommendations

### Conclusion

The study found out that participative or democratic, transformational management styles are popularly being used in JKF and that managerial styles focus on managers as coaches, counselors, facilitators, and team leaders thus promoting good performance, management styles provide the linkage between employee performance and organizational goals and management fully support performance appraisal systems that contributed to the success of the organization, management styles involve building teams, networks of relationships, and developing and motivating others, JKF management practices management styles that enhance team work and productivity by employees and non-authoritarian style of management favors teamwork and empowerment. The study also found out that management styles influence job evaluation at Jomo Kenyatta Foundation to a very great extent.

The study further found out that Managerial styles focus on managers as coaches, counselors, facilitators, and team leaders thus promoting good performance, management styles provide the linkage between employee performance and organizational goals and management fully support performance appraisal systems that contributed to the success of the organization at Jomo Kenyatta Foundation.

### **Recommendations**

The study recommends that Jomo Kenyatta foundation should conduct job evaluations regularly. The study also recommends that management styles like authoritarian style, and toxic leadership should be avoided at JKF for the overall performance of the organization.

### **Acknowledgement**

I thank the Almighty God for His help and provision during the development of this research work. I also wish to appreciate my family, especially my wife and children (John, Brian, Timothy and Helen) for their emotional and moral support during my busy moments. Finally, I feel greatly indebted to my supervisor Dr. Hazel Gachunga for her good guidance, encouragement and support throughout this process. May the good Lord bless all of you.

### **Corresponding Author**

#### **Prof. Hazel Gachunga**

Jomo Kenyatta University of Agriculture and Technology, P. O. Box 62000-00200, Nairobi, Kenya. E-mail: [hazelgac@gmail.com](mailto:hazelgac@gmail.com)

## References

- Armstrong, M. (2009); *Human Resource Management Practice*: Kogan Page Limited, London
- Armstrong, M., Murlis, H. and Group, H., (2007). *Reward Management: A Handbook of Remuneration Strategy and Practice*. New York: Kogan Page Publishers
- Bacal, R. (1999). *Performance Management*: New York: Mc Graw – Hill Companies, Inc, pp. 16 – 17.
- Beardshaw, J. and Palfreman, D. (2000) *The Organization in its Environment*, 4th ed., London: Pitman Publishing.
- Bellak A. D., "The Hay Guide Chart-Profile Method of Job Evaluation," in *Handbook of Wage and Salary Administration*, 2nd ed., ed. M. Rock (New York, McGraw-Hill, 1983).
- Bernadin & Russel (2003). *Researcher methodology, a step by step guide for Beginners*. New Delhi: Sage.
- Birnbaum-More, P.H., Wong, G.Y., & Olve, N. (1995). Acquisition of managerial values in the People's Republic of China and Hong Kong. *Journal of Cross-Cultural Psychology*, 26 (3) pp. 255-75.
- Blessing, L.T.M., and Chakrabarti, A. (2009). *DRM, A Research Design Methodology*. Springer Verlag. London.
- Bogdanowicz M. S., & Bailey E. K (2002). The value of knowledge and the values of the new knowledge worker: Generation X in the new economy. *Journal of European Industrial Training* 26/2/3/4, pp. 125-129.
- Carrel M, Norbeus, E and Haffield, R. (2007); *Human Resource Management in South Africa*. (3<sup>rd</sup> Ed), Thomson Learning, High Holbon London.
- Carol Grbich(2007) *Qualitative data analysis*. SAGE Publication Ltd: London.
- Cowling and James (1994). *Management. Theory and Practice*, (6<sup>th</sup> ed), London: Book power.
- Davis, K & Newstrom. (2003) *Human Behaviour at work: Organizational Behaviour*. San Francisco: McGraw-Hill.
- Dessler, G. (2005). *Human Resource Management Delhi: Pearson Education*. Easterby- Smith, M et al. (1994). *Management Research*. London: Sage.
- Fisher, P. (2002) *Job Evaluation: A Trade Union Assessment from Some Approaches to National Job Evaluation, (Symposium)*, London: Foundation for Business Responsibilities.
- Henderson, R. I. (2008) *Compensation Management. Rewarding Performance*, 5th ed., N. Jersey, U.S.A.: Prentice-Hall, Englewood Cliffs
- Hersey, P. and Blanchard, K. H (1999). *An introduction to situational leadership. Training and Development Journal*, vol. 23. pp. 26–34.
- Herzberg, F., Mausner, B., and Snyderman, B. B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley and Sons
- Heyman, G. D. (2008). Talking about success: Implications for achievement motivation. *Journal of Applied Developmental Psychology*, 29, pp. 361-370.
- Judge, T.A., Higgins, C.A., Thoresen, C.J., & Barrick, M.R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel Psychology*, 52, pp. 621-52.
- Kothari, C. R. (2004). *Research Methodology* (2<sup>nd</sup> ed.) New Age International Ltd.



- Lawleu, E.E. (1997), *High Involvement Management*, Jossey-Bass, San Francisco, CA.
- Latham, G.P, Locke, E.A (1987), "Goal setting – a motivational technique that works", *Organisational Dynamics*, Vol. 82 pp.68-80.
- Moynihan, E. (2004) *Business Management and Systems Analysis, Britain*: Alfred Waller Limited Publishers.
- Mugenda, O.M., and Mugenda, A.G. (2003). *Research Methods: Quantitative & Qualitative Approaches*. Acts Press. Nairobi. Kenya.
- Murphy, K. R., & Cleveland, J. N. (1995). *Understanding Performance appraisal: social, organizational, and goal-based perspectives*. Thousand Oaks, CA: Sage Publications Inc.
- Mwendwa, P. (2011). *Factors affecting job evaluation in state corporations with reference to Kenya institute of Education*. Unpublished research, JKUAT.
- Nzuve, S and Singh, (2006); *Introduction to manpower management*. Adgrafica Advertising, New Delhi.
- Patton, J.A., Littlefield, C.L. & Self, S.A. (2004) *Job Evaluation: Text and Cases*, 3rd ed., Illinois: Irwin.
- Rusell, B. (2000). *Social Research Methods: Qualitative and Quantitative Approach*. 2nd ed. Belmont, California: Wadsworth Publishing Company.
- Sutherland, J. and Canwell, D. (2004) *Key Concepts In Management, Great Britain*: Palgrave Macmillan Limited
- Wanberg, C.R., & Banas, J.T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85, pp. 132-42.
- Yoder and Staudohar (2002). *Researcher methods in Business studies*. London: Prentice Hall.