











mean value ranging from 3.1961 to 3.4314 which is greater than 3 as well as the SD were below within the recommended level. Hence findings imply that financial incentives have positive contribution to job satisfaction.

**Table 1: Financial Incentives**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
<b>Financial Incentives</b>					
Extra allowance	102	1	5	3.3039	1.09715
Fringe benefits	102	1	5	3.2745	1.03557
Salary/wage	102	1	5	3.2549	0.88649
Commissions	102	1	5	3.1961	0.92318
Fringe benefits	102	1	5	3.4314	0.75137

**Source:** Field data (2022)

The findings are in line with the study of Carron (1996) that where employees pay is very low, there is normally de facto recognition that the employees will be dissatisfied. Also Gavinda and Varghese affirmed that when financial fail to keep pace with the cost of living they undergo a reduction in real income, their morale suffers and the able ones shift to better paying jobs thus pulling down the quality of instruction. Netswera *et al.*, (2005) found that, salaries and other benefits are perceived by management as the primary motive in employment seeking and mainly in job hopping behavior. On the contrary, institutions that have high salaries and attractive benefits are not necessarily assumed to be the highest employee satisfaction. In addition to quantitative findings one key informant in the same tone supervisor when responded to a question what could be the reason of employees' dissatisfaction he said that;

*“Salary is not enough as the cost of living is too high, and recommends management to review the salary scale for employees of lower cadres; also they said compensation given to supporting staff do not match with the work they perform”*

Likewise fringe benefits and other allowances were found to affect job satisfaction, as previous scholars findings are in line Oni-Ojoet *al* (2015) that financial rewards encourage workers externally; while non-financial rewards can satisfy employees internally by making them feel like a valued part of an organization. Also, it was indicated that some employees seem to be satisfied and content with their job not because they derive pleasure from the work itself but

because there are no other alternatives. Furthermore findings of the current study supported by Dorenbosch, De Reuver & Sanders (2016) who revealed that financial reward goes a long way in determining how effective and committed a worker will contribute to organizational goal and objectives. The study further revealed that fringe benefits such as paid holidays, sick leave and housing loans are the major determinants meaning that non-financial incentives were more effective than financial incentives in terms of the attitudes of employees.

Furthermore the study revealed commissions paid to employees also contributed to their job satisfaction. These findings also supported by Falola, Ibidunni, and Olokundun (2014) indicated that commissions that are paid consistently motivates them for to work willingly without the use of coercion, while the absence of this leads to intention of workers to leave, job dissatisfaction, absenteeism, labor turnover, pilfering, lower commitment and morale. Monetary incentive is mostly used to encourage competent people to join and remain in the organization and to motivate employees to achieve high level of performance. According to Bozeman & Gaughan (2011), the perception of being paid what one is worth predicts job satisfaction. They further state that there is a positive significant relationship between compensation and job satisfaction. Job satisfaction is perceived as an individual's attitude and behavior towards aspects of his own job. Personal job satisfaction is an affective or emotional response toward various facets and outcomes of one's job, meaning that personal satisfaction in relation to a job is not unitary, as a person may be satisfied with one aspect of his or her job and dissatisfied with the rest. Rewards/allowances tend to retain people because high reward levels lead to high job satisfaction, commitment, and loyalty. Therefore, when employees feel they are not being rewarded as they expected, it will decrease their job satisfaction leading to low performance. For example, if one perceived fairness about the benefits received from one's employer, this may lead to higher job satisfaction.

With these findings hence the importance of money in employee job satisfaction should not be underestimated since everybody needs money and all employees work so that they can earn money. The main purpose behind all of this is nothing but money. So, money and compensation play an important role in the job satisfaction of the employees. For them, the service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries, which are a great motivator as well as employee job satisfaction. Hence, financial in plays a significant role in influencing job-satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling ones needs; and two; employees often see pay as a

reflection of managements' concern for them. Consequently, employees want a pay system, which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result.

#### 4.2 Contribution of work environment on employees' job satisfaction

Regarding work environment contribution on employees job satisfaction, the researcher posed several questions by focusing on organization culture, career opportunities, working tools, teamwork, and work environment. The results indicate that work environment support had mean values above the scale's centre point (3 = moderate) and the standard deviation was below one. This show that the response of workers was satisfactory for final conclusion.

**Table 2: Work environment**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
<b>Work Environments</b>					
Environment	102	1.00	5.00	3.7843	.01110
Organization Culture	102	1.00	5.00	3.8529	.91627
Career Opportunities	102	1.00	5.00	3.6471	.92968
Working tools	102	2.00	5.00	4.7157	.19925
Teamwork	102	1.00	5.00	4.1373	.85642

**Source: Field data (2022)**

According to According to Hair, *et al.*, (2006) noted out that the higher the mean value the more impacts. Likewise Field (2009) insisted that the SD above zero and equal or less than one show that responses are well. Therefore, variables namely organization culture, career opportunities, working tools, teamwork, and work environment had mean value ranging from 3.7843 to 4.7157 which is greater than 3 as well as the SD were below within the recommended level. Hence findings imply that work environment has positive contribution to job satisfaction. These findings are in line with Muguongo, Muguna and Muriithi (2015) in the study in Kenya found basic pay, allowances and work environment affects employees job satisfaction to a great extent, and this is because if employees believe they are not well compensated, a state of emotional dissatisfaction develops. This emotional discrepancy grows and accumulates over time making employees to grumble as they render their service to the organizations, worse still indicators such as absenteeism, turnover, go slow and strikes are experiences.



The findings of the current study also relates with the study of Ngirwa, (2015) who said, work environment can have a positive or negative impact on the organization’s ability to satisfy and retain its employees. Moreover, the findings of the study is in line with Taylor (1998) who said employee commitment depends on how satisfied they are with leadership and this to a large extent can be attributed to the relationship between the leadership of the organization and the employees. It is important to note that, people are becoming a source of competitive advantage for most organizations so the commitment of employees is critical to the success of the organization (Ulrich, 2020).

Karugu (2018) the study revealed that physical work environment, managerial practices, employee relationships and work life balance positively and significantly influenced employee job satisfaction. The study concludes that a positive physical work environment makes employees feel happy about coming to work every day and allows employees to focus on their goals, maintaining healthy employee relations in an organization is a pre-requisite for organizational success. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level. Managerial practices enable managers to decide what should be done to accomplish given tasks and to handle situations which may arise in management, makes the role of managers concrete, guide managers in decision making and action and provide understanding of management process what managers would do to accomplish what. Having a positive work-life balance can help the employees in Cytonn investment establish enough time for both work and the many other facets of their lives.

#### 4.3 Contribution of management support on employees’ job satisfaction

On the contribution of management support on employees’ job satisfaction, the study measure management support in terms of involvement, recognition, good listener, delegation and clear vision. The results indicate that management support had mean values above the scale’s centre point (3 = moderate) and the standard deviation was below one. This shows that the response of workers was satisfactory for final conclusion.

**Table 3: Management Support**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
<b>Management support</b>					
Involvement	102	1.00	5.00	3.8431	.82542
Recognition	102	1.00	5.00	3.5392	.92994

Good listener	102	2.00	5.00	3.9020	.78991
Delegation	102	1.00	5.00	3.5980	.88172
Clear vision	102	1.00	5.00	4.0882	.89113

**Source:** field data (2022)

According to According to Hair, *et al.*, (2006) noted out that the higher the mean value the more impacts. Likewise Field (2009) insisted that the SD above zero and equal or less than one show that responses are well. Therefore, variables namely involvement, recognition, good listener, delegation and clear vision had mean value ranging from 3.5392 to 4.0882 which is greater than 3 as well as the SD were below within the recommended level. Hence findings imply that management support has positive contribution to job satisfaction. These findings are in line with the study done Ajalie (2017) results also revealed that motivation has considered having more significant effects on job satisfaction. Furthermore, Doney and Wroe (2006) argue that there is linear positive relationship between managerial support and organizational commitment/ job satisfaction: the higher the level of organizational support that employees feel they receive, the higher their levels of organizational commitment. Conversely, lower levels of managerial support reduce organizational commitment and cause lower levels of performance and higher levels of turnover, absenteeism, and stress. These findings also supported by Hanafi and Ibrahim (2018) on the impact of Motivation on Service Performance, found level of education has an effects only when it comes to evaluation of employee competencies in terms of creativity and problem solving ability and the study further clarifies that employee competencies namely knowledge, skills, management commitment, hard working and attitude have significant direct and positive impact on job satisfaction.

According to Shahid (2013) he posits that engaged, satisfied, and committed employees provide organizations with a competitive advantage such as higher productivity. These employees demonstrate their involvement through engagement, satisfaction, and commitment through their services to clients or customers and help to generate more business for the organization. Organizations want dedicated, satisfied, and committed employees working for them because these employees understand how they help meet the goals of the organization.

#### **4.5 Linear Regression analysis for Examining the Relationship of Variables**

This study employed linear regression analysis models, to examine the relationship between financial incentives, work environments and managements support as independent variable with

that of job satisfaction as dependent variable. The regression model summary in Table 4 was developed which explain significant proportion of variance in job satisfactions, whereby the R square = .105. This means that 10.54% of the proportion in job satisfactions can be explained by financial incentives, work environments and managements support in PSSSF Southern Highland Zone branches. The r value of .324 indicates that the predictor variable which are financial incentives, work environments and management support in 32.4% job satisfaction in PSSSF Southern Highland Zone branches. In addition, financial incentives was found having positive but significant contribution on job satisfactions since the score was ( $\beta = .107, p = .036$ ), which shows that the p values less than 0.05 which indicates significant contribution of financial incentive on job satisfaction. Likewise work environments again was having positive and significant contribution on job satisfactions because ( $\beta = .034, p = .016$ ) this is because p value was 0.016 which was less than 0.05 which is a maximum threshold level of significant. Lastly the management support scored ( $\beta = .049, p = .034$ ) which indicates that the relationship between managements support and job satisfactions was positive and significant as shown in Table 5.

**Table 5: Model Summary of Objective**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.324 <sup>a</sup>	.105	.077	2.02940

a. Predictors: (Constant), FI, WE and MS

**Source: Researcher, (2022)**

**Table 6: Relationship of Objective ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.263	3	15.754	3.825	.012 <sup>a</sup>
	Residual	403.610	98	4.118		
	Total	450.873	101			

a. Predictors: (Constant), FI, WE, and MS

b. Dependent Variable: JS

**Source: Researcher, (2022)**

**Table 6: Coefficients Relationship of FI, WE and MS and JS**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	12.850	1.107		11.612	.000
	FI	.107	.071	.161	1.505	.036
	WE	.034	.027	.128	1.246	.016
	MS	.049	.033	.153	1.511	.034

a. Dependent Variable: JS

Source: Researcher, (2022)

Therefore, the functions of the relationship through linear regression model between financial incentives, work environments, managements support as independent variables with job satisfactions as dependent variables are shown as follows:-

$$JS = fo + f1FI + f2WE + f3MS + E$$

Where;

<i>JS</i>	=	<i>Job Satisfaction</i>
<i>FI</i>	=	<i>Financial Incentives</i>
<i>WE</i>	=	<i>Work Environment</i>
<i>MS</i>	=	<i>Managements Support</i>
<i>E</i>	=	<i>Error term</i>
<i>i</i>	=	<i>Respondents</i>
<i>f</i>	=	<i>Parameter to be estimated</i>

Thus, the relationship between work financial incentives, work environments, managements support and job satisfaction can be expressed as follows:

$$JS = 12.850 + .036FI + .016WE + .034MS + E$$

The findings indicate that financial incentives, work environment, managements support contributes on job satisfactions and the contribution is significant. Therefore from the findings in this study, the following hypothesis alternative hypothesis accepted while all the null hypothesis were rejected. For instance on financial incentives it was hypothesized that  $H_{01}$ : There is no positive and significant relationship between financial incentives and employees' job satisfaction in PSSSF Southern Highland Zone branches was rejected while the hypothesis which states  $H_{a1}$ : There is positive and significant relationship between financial incentives and employees' job satisfaction in PSSSF Southern Highland Zone branches was accepted. In addition, in work environments the hypothesis which states that  $H_{02}$ : There is no positive and significant relationship between work environment enhancement and employees' job satisfaction in PSSSF Southern Highland Zone branches was rejected meanwhile  $H_{a2}$ : which states that there

is positive and significant relationship between work environment enhancement and employees' job satisfaction in PSSSF Southern Highland Zone branches was accepted.

And lastly, on view of management support the hypothesis which states that  $H_{03}$ : there is no positive and significant relationship between management support and employees' job satisfaction in PSSSF Southern Highland Zone branches was rejected while  $H_{a3}$ : there is positive and significant relationship between management support and employees' job satisfaction in PSSSF Southern Highland Zone branches was accepted. These findings are in line with Khan et al., (2020) who conducted a study to assess the relationship between financial incentives and job Performance: Mediating Role Job Satisfaction the study revealed that monetary incentives are one of the major factors that make employees being more satisfied at work. Furthermore, organizations need to provide monetary incentives at premium to their employees so that they can stay in the organizations for a longer period of time hence, resulting in increased job performance.

In addition the findings are related with Nnubia (2020) who conducted a study to examine the relationship between monetary Incentives and employee's performance of Manufacturing Firms in Anambra State revealed among others that there is a significant positive relationship between financial incentives and workers performance and there is a significant positive relationship between commission and workers performance. The study concludes that monetary incentive stigma is seen as one of the most important strategies in the human resource management function as it influences the productivity and growth of an organization.

Furthermore, the findings also supported by Herzberg two factors theory (1959) who suggested that among the factors contributing employees job satisfactions was financial incentives, management support and working environment other examples include employees' desire for achievement, reorganization, the work itself, responsibility, job advancement and growth opportunities while de-motivators include; company policies, supervision, relationship with bosses and peers, work conditions, and salary.

These findings also supported by Taheri *et al.*, (2020) who examined the impact of working environment on job satisfaction which indicate that work environment had significant impacts of working environment on job satisfaction. In addition the findings contradict with Karugu (2018) who assessed the relationship between work environment and employees' job satisfaction at Cytonn Investment Limited revealed that work environment, managerial practices, employee

relationships and work life balance positively and significantly influenced employee job satisfaction. Furthermore, the findings is related with the theory Herzberg (1959) which suggested that among the factors contributing employees job satisfactions is work environments. Thus the work environments in PSSSF Southern Highland Zone branches are not well equipped to enhance job satisfactions. This study confirms that work environments positive and significant contribution on employees' job satisfaction in PSSSF Southern Highland Zone branches.

## **5.0 CONCLUSION AND IMPLICATIONS**

The study concludes that financial incentives have significant contribution on employee's job satisfactions employees' job satisfaction in PSSSF Southern Highland Zone branches. Therefore, the practical implication is that managers should increase financial incentives for facilitating employee's job satisfaction. Likewise work environments were found having and significant contribution of employees' job satisfaction in PSSSF Southern Highland Zone branches. Based on the findings from this study working environments in PSSSF should be improved since currently significant contributions on employee's job satisfactions. Also, management support was having significant and positive relationship with employees' job satisfaction in PSSSF Southern Highland Zone branches. The practical implication is that managers play their role effectively on supporting employees. The practical implication is that managers and senior officers should support subordinates for encouraging and building sense of commitments. The contribution of this study is that, scholars will learn the relationship between motivational practices under financial incentives, work environments and managements support with employee's job satisfactions.

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