



INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION IN DEVOLVED UNITS IN KENYA: A CASE STUDY OF KAKAMEGA COUNTY URBAN WATER AND SANITATION CORPORATION

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ABSTRACT

The purpose of this study was to establish the influence of organizational culture on employee job satisfaction in devolved units in Kenya: A case study of Kakamega County Urban Water and Sanitation Corporation. The study was guided by the following specific objectives: to determine the influence of organizational values on employee job satisfaction in devolved units in Kenya, to establish the influence of organizational norms on employee job satisfaction in devolved units in Kenya, to examine the influence of organizational artifacts on employee job satisfaction in devolved units in Kenya, and to establish the influence of management approaches on employee job satisfaction in devolved units in Kenya. The theories underpinning the study were reinforcement theory, expectancy theory and equity theory. The study had a population of 180 staffs serving in the Corporation out of which 120 formed the target respondents within the schemes and therefore convenient to measure the employee job satisfaction level. Structured questionnaires were used for data collection and generated data from questionnaire was analyzed using Statistical Package for Social Science (SPSS) software version 24 and the findings represented using descriptive statistics such as frequencies, percentages and graphs. From the regression results, the study found that the organizational culture (organizational values, organizational norms, organizational artifacts and management approaches) i.e. the independent variable significantly influence employee job satisfaction. The researcher therefore recommended the corporation to have well-structured organizational culture to enhance the employee's wellbeing and sense of belonging. This would lead to employee commitment thus feeling satisfied to his/her job.

Key Words: *Organizational Values, Organizational Norms, Organizational Artifacts, Management Approaches, Employee Job Satisfaction*

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INTRODUCTION

Contemporary organizations are facing several challenges due to the dynamic nature of the environment. One of these challenges has been the desire to satisfy their employees in order to cope with the ever changing and evolving environment and to achieve success and remain in competition (Sree & Satyavathi, 2017). Job satisfaction is one of the important factors that has drawn attention of managers and scholars. Anju and Sona (2011) define job satisfaction as the mental feeling of favorableness, which an individual has about his job. It is often said that "A happy employee is a productive employee." Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being.

Job satisfaction is a set of favorable or unfavorable feeling and emotions with which employees view their work and the supervisors should concentrate about employees' job satisfaction level (Newstrom, 2007; Sarker et al., 2015). Essen (2007) describes job satisfaction as the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction.

Armstrong (2014) asserts that it is not possible to say that one culture is better than another, only that a culture is to a greater or lesser extent appropriate in the sense that it is relevant to the needs and circumstances of the organization. Embedded cultures can exert considerable influence on organizational behaviour. A culture will be more effective if it is consistent in its components and shared amongst organizational members, and if it makes the organization unique, thus differentiating it from other organizations.

Upon devolution of County Governments from the National government, various functions were devolved to in order to promote social and economic development and the provision of proximate, easily accessible services throughout

Kenya and to ensure equitable sharing of national and local resources throughout Kenya; thus, provision of water and sanitation services was also devolved under the management of County Governments. Kakamega County Urban Water and Sanitation Corporation was formed under the County Water Act, 2016 to provide water and sanitation services within the County Government of Kakamega.

Kakamega County Water and Sanitation Corporation (KACUWASCO) is a Water Service Provider that was incorporated under the County Water Act, 2016 to provide Water and Sanitation Services within Kakamega County. Kakamega County took over the operations of water utility from Lake Victoria North Water Services Board (LVNWSB) currently known as Lake Victoria North Water Works Development Agency (LVNWWDA) on July 1, 2016, following a separation of the joint operations for water supply between Busia and Kakamega Counties. This was brought about by the new constitution that made water services provision a devolved function.

The core mandate of the KACUWASCO is derived from Section 78. (1) of the Water Act 2016 stipulates responsibilities of water service providers as Provision of water services within the area specified in the license; and Development of county assets for water service provision.

Kakamega County borders Vihiga County to the south, Busia and Siaya Counties to the West, Bungoma and Trans Nzoia Counties to the North, Uasin Gishu to the North East and Nandi County to the East. The County covers an area of approximately 3050.3 Km². The County has 12 sub-counties and 60 wards. According to the 2009 Population and Housing Census, the county population was 1,660,651 with a population growth rate of 2.5%/annum. Improved sources of water comprise protected springs, protected well, borehole, piped into dwelling, piped and rain water collection while unimproved sources include ponds, dams, lakes, streams/ rivers, unprotected springs, unprotected wells, water vendor and others. While

Sub-counties like Mumias West, Shinyalu and Lugari enjoy improved water sources, Likuyani has the highest number of unimproved water sources.

The Water Service Provision industry however, is rapidly transforming and many reforms are taking place to anticipate these challenges. Key lessons to be learnt are that leadership is important, fresh work ethic and culture should be instilled in employees and that a layer of protection is needed from politicians who interfere with the efficient and effective running of the Water Service Providers.

Statement of the problem

Globally, employee job satisfaction has been shown to be a product of a number of HR factors. Shaju and Subhashini (2017) have related it to job performance, compensation (Rahman *et al.* 2012), organizational growth and profitability (Ogbulafor, 2011), work environment (Agbozo, 2017). Several studies have been done on organizational culture. Ojo (2020) studied talent acquisition outsourcing and Employee Job Satisfaction of the oil and gas sector in Nigeria. Their study concluded that talent acquisition outsourcing showed no significant associations with Employee Job Satisfaction. Alikor and Ajor (2020) also assessed the relationship between non-discriminatory practices and employee work attitudes of oil and gas companies in Nigeria. Tamunomiebi and Keremah (2020) discussed the role of organizational culture in the effective management of teams and organizational performance.

Locally, Oketch, Kuria and Kariuki, (2018) studied the relationship between organizational learning and organizational culture. Wambui and Gichanga, (2018) assessed the impact of organizational culture on Employee Job Satisfaction. They concluded that organizational culture is a contributing factor in determining employee's organizational commitment, satisfaction which is positively related to employee performance. Munga and Juma (2019) studied the influence of organizational culture on performance of Pharmaceutical Manufacturing

Companies in Kenya. Ngigi and Namusonge, (2019) studied organizational culture and strategy implementation at the Kenya Civil Aviation Authority. The results revealed that leadership has a significant role in strategy implementation while communication, reward and recognition, and team orientation were not very significant for strategy implementation. Kosuri *et al* (2020) looked at perceived organizational support, psychological empowerment and employee engagement in public health facilities in Kenya

The streams of studies highlighted have paid a lot of attention to organizational culture and employee or organizational performance. They have been carried out largely from the fields of strategic management. Those that have been HR related have addressed it through the lenses of Employee Job Satisfaction and engagement, concepts which may be inadequate in addressing employee job satisfaction. There was need, therefore, to assess the specific contribution of organizational culture to job satisfaction.

Research Objectives

The main objective of this study was to assess the influence of organizational culture on employee job satisfaction at Kakamega County Urban Water and Sanitation Corporation in Kenya. The specific objectives were;

- To determine the influence of organizational values on employee job satisfaction in Devolved Units in Kenya.
- To establish the influence of organizational norms on employee job satisfaction in Devolved Units in Kenya.
- To examine the influence of organizational artifacts on employee job satisfaction in Devolved Units in Kenya.
- To establish the influence of management approaches on employee job satisfaction in Devolved Units in Kenya.

The research was guided by the following hypothesis

- **H0₁:** Organizational values do not significantly influence employee job satisfaction in Devolved Units in Kenya.
- **H0₂:** Organizational norms have no significant influence on employee job satisfaction in Devolved Units in Kenya.
- **H0₃:** Organizational artifacts have no significant influence on employee job satisfaction in Devolved Units in Kenya.
- **H0₄:** Management approaches have no significant influence on employee job satisfaction in Devolved Units in Kenya.

LITERATURE REVIEW

Reinforcement Theory

B.F Skinner's (1969) work is built on the assumption that behaviour is influenced by its consequences. Reinforcement theory is the process of shaping behavior by controlling consequences of the behavior. Reinforcement theory proposes that you can change someone's behaviour by using reinforcement, punishment, and extinction. Rewards are used to reinforce the behaviour you want and punishments are used to prevent the behaviour you do not want. Extinction is a means to stop someone from performing a learned behaviour. The theory states that "an individual's behavior is a function of its consequences" (Management Study Guide, 2013).

Reinforcement theory has been used in many areas of study to include animal training, raising children, and motivating employees in the workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. By applying his thoughts on adjusting motivation through various stimuli, industries such as business, government, education, prisons, and mental institutions can gain a broader understanding of human behavior. In understanding why any organism behaves the way

it does, Skinner saw no place for dwelling on a person's intentions or goals (Banaji, 2011).

Expectancy Theory

Developed by Vroom (1964), the theory provides a process of cognitive variables that reflects individual differences in work motivation. The concept of expectancy was originally contained in the valency-instrumentality-expectancy (VIE) theory that was formulated by Vroom (1964). Valency stands for value; instrumentality is the belief that if we do one thing it will lead to another; and expectancy is the probability that action or effort will lead to an outcome.

The expectancy theory is based on four assumptions. One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally.

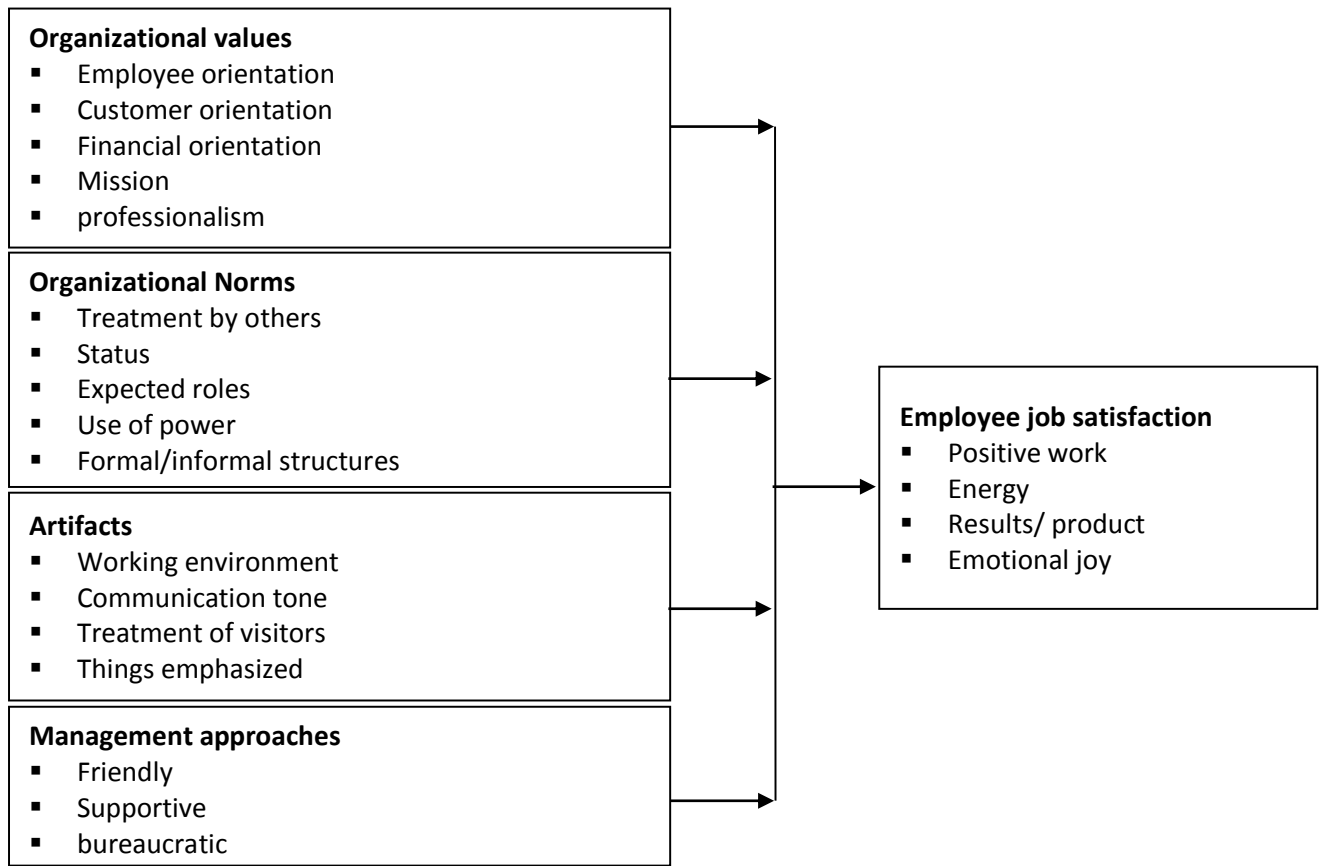
Equity Theory

According to Smith (1950) equity theory states that a person's job satisfaction depends upon his perceived equity as determined by his input-output balance in comparison with input- output balance of others. Every employee compares his rewards with those of others. If an employee feels his rewards are equitable as compared to others doing similar job, he will feel satisfied and vice versa (Your Article Library, 2019).

Equity theory suggests that individuals assign weights to various inputs and outcomes according to their own perception of relative importance. Equity theory refer to a process of job satisfaction that focuses on individuals' perceptions of how fairly they are treated in comparison to

others. This implies that, if employees perceive that they are treated less favourably than their colleagues, they are likely to be dissatisfied and they will not perform well. This theory therefore asserts that people compare the ratio of their

outputs to inputs with the ratio of outputs to inputs of others. Equity Theory proposes that a person's satisfaction is based on what he or she considers being fair when compared to others (Redmond, 2010).



Independent Variable

Dependent Variable

Figure 1: Conceptual Frame work.

Empirical Review

A number of researchers have attempted to classify the various elements of job satisfaction and study what outcomes these elements have on employee performance and commitment to an organization. Job satisfaction and the degree to which employees like their work has remained a crucial concept in the organizational study of the responses employees have to their job satisfaction. The recent interest in job satisfaction is focused principally on its impact of Employee Job Satisfaction to the organization, absenteeism, and turnover (Brooke and Price, 1989; Michaels & Spector, 1982; Steers & Rhodes, 1978). Even though the importance of job satisfaction in

determining these organizational behaviors has been examined (Nicholson and Chadwick-Jones, 1976), job satisfaction continues to be one of the most studied concepts in organizational research. Porter, Steers, Mowday and Boulian, (1974) defined job satisfaction as the feeling an employee has about his or her job regarding pay, promotion, supervision, and the work itself.

Wangui, (2016) studied relationship between human resource management practices and employee job satisfaction in Public Universities in Kenya: a case of Kenyatta University, Kenya. The total population of the study comprised of one thousand and eighty (1080) employees working in

various departments. The study employed proportionate sampling technique to select the sample size of one hundred and seven (107) respondents for the study. The study used questionnaires and interview guides to collect data from the respondents. The study found that reward systems, training, communication and recruitment affect employee job satisfaction in KU considerably. The study recommends that the reward system in the University needs to be reviewed to make it more equitable. The employees of the Institution from different cadres should be involved in continuous training, coaching and mentoring in order to enhance their skills, competency and quality professional development which will in turn lead to more professionalism, professional expertise in their work and also increased satisfaction.

Ile *et al*, (2020) assessed family responsibilities and job satisfaction of deposit money banks in Port Harcourt, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables with a sample of 223 employees. His study findings revealed that there is a positive significant relationship between family responsibilities and job satisfaction of Deposit Money Banks in Port Harcourt. The study recommended that the management of deposit money banks in Port Harcourt should make effort to include and promote flexible arrangement of the time of their employees to help them to relax better for better productivity.

Gallos, (2006) concluded that, for many employees, a reward could be attractive. He further emphasized that if employees' see rewards as being tied to a particular level of performance, the Organization is likely to get more of that performance. High levels of job satisfaction are associated with reduced stress, higher empowerment, increased productivity, organizational growth, and an increased motivation among employees (Sledge and Coppage, 2008).

Job satisfaction is associated with essential job attitudes, practices, meaningful outcomes, and

organizational effectiveness including organizational commitment, turnover, performance, and organizational behavior (Sinclair, 2011). Satisfied employees tend to be dedicated, productive, and settled in their jobs. The job satisfaction construct has been studied broadly because of its importance and its relationship with other organizational outcomes as well as organizational success (Gu, Wang, Sun, & Xu, 2010).

METHODOLOGY

This study adopted a descriptive cross sectional survey so as to determine the frequency or level of a particular attribute in a defined population at a particular point in time, (Lotta, 2012). The target population of the study was drawn from 180 employees of Kakamega County Urban Water and Sanitation Corporation. (KACUWASCO Staff establishment, 2019). The sampling frame in this study was derived from Kakamega County Urban Water and Sanitation Company. The sample size was 120 employees which represented 66.7% of the total population. The researcher used proportionate sampling to determine a representative sample from every strata. For the purpose of ensuring reliability and validity of instruments, a pilot study was undertaken on 10 employees of the Kakamega County Urban Water and Sanitation Corporation who were not part of the sample-sized population. The researcher used both descriptive and inferential statistics to analyze the data collected. Data was analyzed through the use of descriptive statistics through use of Statistical Package for Social Sciences (SPSS) version 24 and findings presented using frequency distribution tables and diagrams, pie charts and bar graphs. The regression analysis and ANOVA was used to test the influence organizational culture on employee job satisfaction. The relationship between the dependent and independent variables were expressed as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y- Employee job satisfaction

$\beta_0, \beta_1, \beta_2,$ and β_3 are the constants

- X₁ –Organizational values
- X₂ – Organizational norms
- X₃–Artifacts
- X₄- Management approaches
- ε - Error term

The study wanted to examine the effect of organizational values on the Employee Job Satisfaction in Kakamega County Urban Water and Sanitation Corporation. The effect of organizational values was conceptualized using five statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1- strongly disagree to 5- strongly agree. Table 1 gave statistics there off.

FINDINGS

Descriptive Results for organizational values

Table 1: Results for Organizational values

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
We value our customers and make efforts not to lose any of them	20	23.8	36	42.9	18	21.4	5	6.0	5	6.0
Employees are provided with opportunities for growth and feel valued in this company.	8	9.5	44	52.4	19	22.6	6	2.1	6	2.1
The well-being of each employee is taken seriously at the company.	3	3.6	5	6.0	25	29.8	40	47.6	11	13.1
There have been efforts to reduce costs while offering the best services to our clients	3	3.6	4	4.8	16	19.0	9	61.9	9	10.7
The company has focused on improvement of sales	5	6.0	4	4.8	15	17.4	42	50.0	18	6.0

Table 1 showed how respondents rated effect of organisational values on Employee Job Satisfaction in Kakamega County Urban Water and Sanitation Corporation. For example when asked ‘We value our customers and make efforts not to lose any of them’, most respondents disagreed 36(42.9%), 20(23.8%) strongly disagreeing, 18(21.4%) undecided as 5(6.0%) agreed and strongly agree respectively. On the statement, ‘Employees were provided with opportunities for growth and feel valued in this company’, 6(7.1%) agreed, 6(7.1%) strongly agreeing, undecided 19(22.6%), while 44(52.4%) disagreed as 8(9.5%) strongly disagreed. On the statement, ‘The well-being of each employee is taken seriously at the company’, most respondents agreed 40(47.6%), 11(13.1%) strongly agreed, 25(29.8%) were undecided while 5(6.0%) disagreed and 3(3.6) strongly disagreeing. On the statement ‘There have been efforts to reduce costs while offering the best services to our clients’, the majority of the respondents 52(61.9%) agreed,

9(10.7%) strongly agreeing, 16(19.0%) undecided, 4(4.8%) disagreed with as 3(3.6%) strongly disagreeing. On the statement, ‘The company had focused on improvement of sales’, 4(4.8%) disagreed, 5(6.0%) strongly disagreeing, undecided 15(17.9%), while 42(50.0%) agreed and 18(6.0%) strongly agreed. Considering the descriptive results above, more respondents seem to agree that the company has organisational values that govern the employees operations and company development as it strives to satisfactory services to its clients. Svetlik (2004, p. 323) says that organizational values are values that are being pushed forward by the management and have proven itself as a good foundation for development of organization.

Descriptive Results on Organisational norms

The study wanted to examine the effect of organisational norms on employee job satisfaction in Kakamega County Urban Water and Sanitation Corporation. Organisational norms were

conceptualized using nine statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly

disagree to 5- strongly agree. Table 2 gave descriptive statistics there from.

Table 2: Results on Organisational norms

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Quality of work is important in our organization.	6	7.1	1	1.2	16	19.0	39	46.4	22	26.2
Within our organization we are focused on successfully completing our tasks.	5	6.0	9	10.7	56	66.7	0	0	14	16.7
Adaptation to different business situations presents a problem for our organization.	5	6.0	0	0	22	26.2	43	51.2	14	16.7
In our organization we try to satisfy the needs of our customers.	4	4.8	0	0	10	11.9	44	52.4	26	31.0
At work in our organization we behave responsibly towards others around us.	3	3.6	2	2.4	9	10.7	44	52.4	26	31.0
To achieve the objectives within our organization, we are working persistently.	2	2.4	2	2.4	12	14.3	49	58.3	19	22.6
In our organization we respect each other.	5	6.0	3	3.6	18	21.4	41	48.8	17	20.2
Immoral behavior at work is unacceptable in our organization.	2	2.4	1	1.2	15	17.9	37	44.0	29	34.5
Encouraging of innovative ideas is frequent in our organization.	6	7.1	3	3.6	11	13.1	52	61.9	12	14.3

Table 2 showed how respondents rated effect of Organisational norms on Employee Job Satisfaction in Kakamega County Water and Sanitation. For example, on the statement that 'Quality of work is important in our organization', 6(7.1%) strongly disagreed, 1(1.2%) disagreed, 4(7.8%) were undecided while 11(21.6%) agreed with 4(7.8%) strongly agreeing. On the statement, 'Within our organization we are focused on successfully completing our tasks', 56(66.7%) agreed, 14(16.7%) strongly agreeing, while 9(10.7%) undecided while 5(6.0%) disagreed. On the statement, 'Adaptation to different business situations presents a problem for our organization', 5(6.0%) disagreed, 22(26.2%) strongly disagreed, 43(51.2%) were agreed while 26(31.0%) strongly agreed. On the statement 'In our organization we try to satisfy the needs of our customers', 26(31.0%) agreeing, 44(52.4) strongly agreed, 10(11.9%) undecided and 4(4.8%) strongly disagreed. On 'At work in our organization we

behave responsibly towards others around us' 3(3.6%) strongly disagreed, 2(2.4%) disagreed, 9(10.7%) undecided while 44(52.4%) agreed as 26(31.0%) strongly agreed. On the statement 'To achieve the objectives within our organization, we are working persistently', 49(58.3%) agreed, 19(22.6%) strongly agreeing while 12(14.3%) were undecided with 2(2.4%) equally disagreed and strongly disagreed. On the statement 'Immoral behavior at work is unacceptable in our organization' 37(44.0%) agreed, 29(34.5%) strongly agreeing while 15(17.9%) were undecided with 1(1.2%) disagreeing as 2(2.4%) strongly disagreed. On the statement 'Encouraging of innovative ideas is frequent in our organization', 52(61.0%) agreed, 12(14.3%) strongly agreeing while 11(13.1%) were undecided with 3(3.6%) disagreeing as 6(7.1%) strongly disagreed.

Descriptive Results on Organisational artifacts

The study wanted to examine the effect of Organisational artifacts on Employee Job Satisfaction in Kakamega County Urban Water and Sanitation Corporation. Organisational artifacts

were conceptualized using six statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1- strongly disagree to 5- strongly agree. Table 3 gave descriptive statistics there from.

Table 3: Results on Organisational artifacts

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
The work climate is pleasant and conducive	2	2.4	0	0	11	13.1	60	71.4	11	13.1
We communicate with staff and customers in friendly and supportive tones.	2	2.4	10	11.9	0	0	47	56.0	25	29.8
The arrangement of offices and work spaces is good and spacious	2	2.4	3	3.6	14	16.7	44	52.4	21	25.0
Information is clear and can readily be accessed by staff and clients.	3	3.6	3	3.6	10	11.9	50	59.5	18	21.4
The working equipment such as computers are in good condition and are usually maintained very well.	0	0	6	7.1	26	31.0	40	47.6	12	14.3
The company recognizes and talks about former staff and managers	9	10.7	7	8.3	21	25.0	33	39.3	14	16.7

Table 3 showed how respondents rated effect of organisational artifacts on employee job satisfaction in Kakamega County Urban Water and Sanitation Corporation. Responses on the statements were as indicated. For example, on the statement that 'The work climate is pleasant and conducive', 2(2.4%) strongly disagreed, 11(13.1%) undecided, 60(71.4%) agreed while 11(13.1%) strongly agreed. On the statement, 'We communicate with staff and customers in friendly and supportive tones,' 2(2.4%) strongly disagreed, 10(11.9%) disagreed, 4(7.8) while 47(56.0%) agreed as 25(29.8%). On the statement, 'The arrangement of offices and work spaces is good and spacious,' 2(2.4%) strongly disagreed, 3(3.6%) disagreed 14(16.7) were undecided while 44(52.4%) agreed as 21(25.0%) strongly agreed. On the statement 'Information is clear and can readily be accessed by staff and clients,' majority 50(59.5%) agreed, 18(21.4%) strongly agreed while 10(11.9%) were undecided as 3(3.6%) disagreed and strongly disagreed respectively. On the statement 'The working equipment such as computers are in good

condition and are usually maintained very well' 6(7.1%) disagreed, 26(31.0%) undecided 40(47.4) agreed while 12(14.3%) strongly agreed. The company recognizes and talks about former staff and managers 9(10.7%) strongly disagreed, 17(8.3%) disagreed 21(25.0) were undecided while 33(39.3%) agreed while 14(16.7%) strongly agreed. On average the respondents feel that the company is providing what the employees need to enhance their performance and comfortability. As a result this may result to higher production as an unwell covered employee by the company may be subjected to many work cultures infused with high pressure and demands lowering his/her performance. This causes employees to become stressed as they strive to meet expectations. However, focusing on employee well-being is one way employers can encourage performance and productivity and this is supported by (Ekere A.U and Amah E, 2014) you can increase employee productivity by creating a work environment that provides challenging responsibilities and assistance with health and personal needs. Job satisfaction has

long been established as a factor that affects employees' intentions to stay and leave.

Descriptive Management approaches

The study sought to examine the effect of management support on Employee Job Satisfaction in Kakamega County Urban Water and Sanitation

Corporation. Influence of management approaches was conceptualized using eight statements. The respondents were asked to rate the statement provided based on a Likert scale ranging from 1- strongly disagree to 5- strongly agree. Table 4 gave descriptive statistics there from.

Table 4: Management approaches

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
My manager supervises compliance with regulations.	5	6.0	1	1.2	16	14.0	38	45.2	24	28.7
My manager monitors the results of the organizational unit.	2	2.4	4	4.8	12	14.3	46	54.8	20	23.8
My manager distributes the work of subordinates according to workload.	2	2.4	2	2.4	15	17.9	46	54.8	19	22.6
My manager takes care to ensure the rational use of energy, materials and time.	2	2.4	3	3.6	18	21.4	36	42.9	25	29.8
My manager resolves demanding complaints professionally.	2	2.4	2	2.4	19	22.6	48	57.1	13	15.5
My manager encourages employees to perform better at work.	3	3.6	0	0	13	15.5	40	47.6	28	33.3
Providing instruction to new employees at work is typical for my manager.	6	7.1	4	4.8	17	20.2	41	48.8	10	19.0

Table 4 showed how respondents rated effect of management support on Employee Job Satisfaction in Kakamega County. Responses on the statements are as indicated. For example, on the statement that 'My manager communicates with both staff and customers respectfully', 5(6.0%) strongly disagreed, 1(1.2%) disagreed 16(19.0%) were undecided while 38(45.2%) agreed as 24(28.6%) strongly agreed. On the statement, 'My manager supervises compliance with regulations,' 2(2.4%) strongly disagreed, 4(4.8%) disagreed, 12(14.3%) were undecided with majority 46(54.8%) agreed as 20(23.8%) strongly agreed. On the statement, 'My manager monitors the results of the organizational unit', 2(2.4%) strongly disagreed and disagreed respectively, 15(17.9%) were undecided with majority 46 (54.8%) agreed as 19(22.6%) strongly agreed. On the statement 'My manager distributes the work of subordinates according to workload', 2(2.4%) strongly disagreed, 3(3.6%) disagreed, 18(21.4%) were undecided, 36(42.9%) agreed while 19(22.6%) strongly agreed. 'My manager takes care

to ensure the rational use of energy, materials and time', 2(2.4%) strongly disagreed, 1(1.2%) disagreed, 17(20.2%) were undecided while 47(56.0%) agreed and 17(20.2) strongly agreed. On the statement, 'My manager resolves demanding complaints professionally,' 2(2.4%) equally disagreed and strongly disagreed equally, 19(22.6%) were undecided while 48(57.1%) agreed as 13(15.5%) strongly agreed. On the statement, 'My manager encourages employees to perform better at work', 3(3.6%) strongly disagreed, 13(15.5%) were undecided while majority 40(47.6%) agreed while 28(33.3%) strongly agreed. On the statement 'Providing instruction to new employees at work is typical for my manager', 6(7.1%) strongly disagreed, 4(4.8%) disagreed, 17(20.2%) were undecided, 41(48.8%) agreed while 16(19.0) strongly agreed. From the descriptive statistics it could be clearly noted that there are clear management approaches in the company as most respondents seemed to agree to the statements of this variable and the management approaches highly influences

employee's behaviour as she/he works for the organisation as defined by (Verbeke, 2000), management practises are any practices that organizations engage in to influence work behaviour. Three different practices seem particularly relevant: (a) Employees' support (Ferreira *et al.*, 2010) refers to supportive practices by management and leaders in organizations that help people to do their work as well as showing consideration and care for individual employees. This is supposed to lead to a higher commitment. (b) Innovation practices (Ferreira *et al.*, 2010) are any formal and in-formal activities undertaken by organizations to increase the creativity of employees and to look for new products, markets and procedures. Innovative organizations provide a safe environment to experiment and engage in

innovative and creative behaviour, and also provide input to work procedures. Working in innovatively oriented organizations is also highly stimulating and may create environments in which individuals can thrive and express themselves. (c) Organizations characterized by formalized practices (Ferreira *et al.*, 2010) have greater levels of formalization, fixed procedures and clear guidelines for employees.

Descriptive Results for Employee Job Satisfaction

The study wanted to evaluate whether employees were satisfied while working at the County Government of Kakamega. Employee job satisfaction was conceptualized using five statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 5 gave descriptive statistics there from.

Table 5: Results for Employee Job Satisfaction

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Employees would be happy to spend the rest of their career in this organization.	8	9.5	8	29.4	16	31.4	13	25.5	5	9.8
This organization has a great deal of personal meaning for each employee	3	3.6	5	6.0	25	29.8	37	44.0	14	16.7
Employees feel emotionally attached to this organization	5	6.0	3	3.6	20	23.8	46	54.8	10	11.9
This organization makes employees feel like part of the family.	3	3.6	9	10.7	19	22.6	43	51.2	10	11.9
Employees feel a strong sense of belonging to this organization	5	6.0	4	4.8	26	31.0	42	50.0	7	8.3

Table 5 showed how respondents rated Employee Job Satisfaction in Kakamega County Urban Water and Sanitation Corporation. Responses on the statements are as indicated. For example, on the statement that 'Employees would be happy to spend the rest of their career in this organization,' 8(9.5%) equally strongly disagreed and disagreed, 20(23.8%) were undecided while 40(47.5%) agreed as 8(9.5) strongly agreed. On the statement, 'This organization has a great deal of personal meaning for each employee', 3(3.6%) strongly disagreed, 5(6.0%) disagreed, 25(29.8%) were undecided as

majority of 37(44.0%) agreed with 14(16.7%) strongly agreeing. On the statement, 'Employees feel emotionally attached to this organization', 5(6.0%) strongly disagreed, 3(3.6%) disagreed, 20(23.8) undecided while 46(54.8%) agreed as 10(11.9%) strongly agreeing. On the statement 'This organization makes employees feel like part of the family,' 3(3.6%) strongly disagreed, 9(10.7%) agreed 19 (22.6%) were undecided while 43(51.2%) agreed with 10(11.9%) strongly agreeing. On the statement that 'Employees feel a strong sense of belonging to this organization,' 7(8.3%) strongly agreed,

42(50.0%) strongly agreed, 26(31.0) were undecided while 4(4.8%) disagreed as 5(6.0%) strongly disagreed. Averagely most respondents agreed to the statements used to conceptual employee job satisfaction which is in agreement with Mencl, Wefald, and van Ittersum (2016), acknowledge that Employee commitment is a sentimental response of an employee towards the job which emanates from their experience on the job, an acceptable measure of wellbeing in the workplace which contributes to the psychological wellbeing of the employees. It is viewed as accepting the organization's goals, the willingness to work hard and the intent to stay on in an organization (Jain , Sharma , & Jain, 2012). It is only satisfied employees who can offer good service that yields customer satisfaction and it is a function

of the perceived relationship between the expectations from a job, what one receives from the job and the value attributed to it (George & Zakkariya, 2015). Dissatisfied employees are less committed to their work and will more often look for other opportunities in order for them to leave an organization and when opportunities are not available, they are emotionally and mentally withdrawn from the organization.

Inferential Analysis

Correlation Analysis

Pearson correlation was performed to study the direction of relationship between the dependent and independent variables. Table 6 showed the results of the analysis.

Table 6: Correlation Analysis

		Organisational values	Organisational Norms	Organisational artifacts	Management approaches	Employee job satisfaction
Organisational values	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	84				
Organisational Norms	Pearson Correlation	.709**	1			
	Sig. (2-tailed)	.000				
	N	84	84			
Organisational artifacts	Pearson Correlation	.727**	.878**			
	Sig. (2-tailed)	.000	.000			
	N	84	84	84		
Management approaches	Pearson Correlation	.593**	.777**	.809**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	84	84	84	84	
Employee job satisfaction	Pearson Correlation	.691**	.734**	.723**	.728**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	84	84	84	84	84

The results on table 6 indicated that all independent variables were positively related to the dependent variable. The independent variables showed significant positive relationship. Organisational values is positively related to

Employee Job Satisfaction at R=.691, p=.000. Organisational norms is positively related at R=.734, p=.000; organisational artifacts is positively related at R= .723, p=.000 while management approaches related pay is related at R=.728, p=.000.

When all the independent variables were computed and combined into Organisational culture and their effect on Employee Job Satisfaction correlated, the results on table 7 were obtained. From the table,

the results showed the relationship had $R = .867$, $p = .000$. This still indicated a significant positive correlation.

Table 7: Correlation Organisational culture and employee job satisfaction

		Organisational Culture	Employee Job Satisfaction
Organisational Culture	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	84	
Employee Job Satisfaction	Pearson Correlation	.867**	1
	Sig. (2-tailed)	.000	
	N	84	84

Multiple linear regression results

Multiple regression tested the influence of organisational culture (independent variable:

organisational values, organisational norms, organisational artifacts and approach management) on Employee Job Satisfaction (dependent variable).

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.738	.604

a. Predictors: (Constant), Management approaches, Organisational values, Organisational Norms, Organisational artifacts

Table 9: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76.463	4	19.116	52.427	.000 ^b
	Residual	25.158	69	.365		
	Total	101.622	83			

a. Dependent Variable: Employee job satisfaction

b. Predictors: (Constant), Management approaches, Organisational values, Organisational Norms, Organisational artifacts

Regression analysis between independent variables and the dependent variable had coefficient of relationship $R = .867$. This shows the existence of a high positive relationship. The coefficient of determinant, R^2 was .752, the proportion of variance in the dependent variable (Employee Job Satisfaction) that was explained by the independent variables. This indicated that a total of 75.2% of variations in employee job Satisfaction in Kakamega

County can be explained by organisational values, organisational norms, organisational artifacts and management approaches while 24.8% can be explained by other factors which were not considered in this study.

Regression Coefficients

The coefficients for the regression model were obtained as shown on table 10.

Table 10: Regression Model Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients T	Sig.
		B	Std. Error	Beta	
1	(Constant)	.262	.186	2.318	.023

Organisational values	.351	.097	.324	3.621	.001
Organisational Norms	.161	.157	.135	1.025	.039
Organisational artifacts	.198	.163	-.175	-1.211	.023
Management approaches	.760	.119	.672	6.397	.000

The regression coefficients which were obtained for the model are as shown in table 10. The coefficient for Organisational values $B = .351$, $p = .001$; Organisational norms had $B = .161$, $p = .039$; Organisational artifacts had $B = .198$, $p = 0.023$ and Management approaches had $B = .760$, $p = .000$. These findings imply that holding Organisational norms, Organisational values, organisational artifacts and management approaches (independent variables) constant, the Employee Job Satisfaction at Kakamega County Urban Water and Sanitation Corporation would be 0.262. A unit change in perceptions values at Kakamega County Urban Water and Sanitation Corporation will change Employee Job Satisfaction by 0.351 units. A unit change in organisational norms style at Kakamega County Urban Water and Sanitation Corporation will change employee job satisfaction by 0.161 units. A unit change organisational artifacts cover at Kakamega County Urban Water and Sanitation Corporation will change employee job satisfaction by 0.168 units and a unit change in management approaches will lead to 0.760 units in employee job satisfaction. Lastly, all the values for all the variables are statistically significant considering that all their p -value are significant ($p < 0.05$) making the null hypotheses of this study to be rejected.

Therefore, from the regression model coefficients, this study finds the relationship between organisational culture and Employee Job Satisfaction in Kakamega water and Sanitation Company to be explained by the following regression equation.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$; which on fitting the coefficients becomes

$$Y = .262 + .351X_1 + .161X_2 + .198X_3 + .760X_4 + \varepsilon$$

Where;

Y- Employee Job Satisfaction

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the constants

X_1 – Organisational values

X_2 – Organisational norms

X_3 – Organisational artifacts

X_4 – Management approaches

ε - Error term

The effect of the standard error of estimate is assumed to be negligible and is equal to zero ($\varepsilon = 0$)

Hypothesis Results

The study tested a total of four hypotheses, that is;

HO₁: Organizational values do not significantly influence employee job satisfaction in Devolved Units in Kenya. From analysis, this null hypothesis was rejected as the alternative hypothesis, **H_A:** Organizational values significantly influence employee job satisfaction in Devolved Units in Kenya accepted. Results supported by Svetlik (2004, p. 323) says that organizational values are values that are being pushed forward by the management and have proven itself as a good foundation for development of organization.

HO₂: Organizational norms have no significant influence on employee job satisfaction in Devolved Units in Kenya. From analysis, this null hypothesis was rejected as the alternative hypothesis, **H_A:** Organizational norms significantly influence employee job satisfaction in Devolved Units in Kenya accepted. This study found that norms play a major role on employ commitment to his\her job therefore there is need for a cooperation to have a formal policy on norms for employees and encourage innovation by the employees and excellent performers making the employees to be committed and loyal to the cooperation resulting to job satisfaction

HO₃: Organizational artifacts have no significant influence on employee job satisfaction in Devolved Units in Kenya. From analysis, this null hypothesis

was rejected as the alternative hypothesis, **H_A**: Organizational artifacts have no significant influence on employee job satisfaction in Devolved Units in Kenya accepted. From the findings, it was clear that the water company work culture is infused with high pressure and demands. This causes employees to become stressed and work extra time as they strive to meet expectations. However, focusing on employee well-being of the employees which is one way of encouraging employee's performance and productivity was found to be good in this company.

H₀₄: Management approaches have no significant influence on employee job satisfaction in Devolved Units in Kenya. From analysis, this null hypothesis was rejected as the alternative hypothesis, **H_A**: Management approaches have no significant influence on employee job satisfaction in Devolved Units in Kenya accepted. The wellbeing of each employee is taken seriously at the company making the employees to focus on improvement of sales as they value their clients, thus a sense of commitment to their jobs as they feel satisfied. Mencl, Wefald, and van Ittersum (2016), acknowledge that Employee commitment is a sentimental response of an employee towards the job which emanates from their experience on the job, an acceptable measure of wellbeing in the workplace which contributes to the psychological wellbeing of the employees.

CONCLUSIONS AND RECOMENDATIONS

Based on the findings of the study, the study concluded that, all organisational culture have significant contribution to employee job satisfaction. Organisational values, organisational norms, organisational artifacts and management approaches strategically enhance job satisfaction levels, enhancing Employee Job Satisfaction to a company. This study found that company having good culture that defines how the employees relate to each other, their attitude towards the company's goals and achievements and the employees wellbeing influences employee job satisfaction. The

study therefore concluded that clear and good organisational culture is important as they play a role in enhancing job satisfaction and commitment of employees in organizations.

From the findings of the study the researcher generally recommended fair financial rewarding of employees in the company as this enhances the Employee Job Satisfaction the organization leading to higher productivity in the company. Once staffs have been recruited, the employer needs to ensure that there are appropriate differentials and other rewards aimed at achieving fairness in work distribution, responsibility and other factors, Cole (2002).

Management approaches significantly influences Employee Job Satisfaction in the Water Sector in Kenya. The researcher recommends the managers to formulate clear policies on supervision, work distribution, and employee encouragement techniques to enhance better results. The company can as well improve on productivity on a work environment that provides challenging responsibilities by considering health and personal needs of the employees as this will enhance the employees' sense of wellbeing. Job satisfaction has long been established as a factor that affects employees' intentions to stay and leave. The researcher recommends that more health cover policies should be put in place to raise the employee's sense of well-being in the company.

Areas for Future Studies

This study found positive relationship between all organisational culture and employee job satisfaction among employees in the Kakamega County Urban Water and Sanitation Corporation by 75.2%, meaning 24.8% of factors that influences job satisfaction at Kakamega Urban Water and Sanitation Company were not covered by this study therefore the researcher would wish to recommend future studies to consider more factors on these other factors in KACUWASCO. The study also recommended a similar study in other water companies in other counties in the country.

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