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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 5, Iss. 1, pp 68 - 92, January 17, 2018. www.strategicjournals.com, ©strategic Journals

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Accepted: January 12, 2017

ABSTRACT

This research study aimed at investigating the effect of strategic change on employee job satisfaction at Airtel Kenya Limited. Theoretical and empirical studies were reviewed to assess the effect strategic change on employee satisfaction. The study adopted descriptive research survey; a sample size of 196 employees were taken for the research study, representing that range between 10% and 20% in an adequate sample in a descriptive study. Statistical sampling formulas were used to derive to an adequate sample size, with the statistical assumption that the selection of individuals was random and unbiased of an entire population of 400. Data for the study was collected primarily through semi-structured questionnaire. The study adopted descriptive statistics analytical techniques to analyse the variables, using Statistical Program for Social Sciences (SPSS). Statistical instrument that was used for the research analysis was mainly inferential statistics, specifically correlation matrix and multiple regression analysis. The researcher was to employ the survey strategy for the study. This strategy was proposed because it allowed the collection of a large amount of data from a sizable population in an economical manner. The study employed descriptive statistics method for presenting and summarizing bio-data. Findings were reported in the form of tables and figures and appropriate recommendations given. The findings indicated that strategic change is closely associated with organization performance outcomes and therefore to experience job satisfaction the firm need to ensure proper implementation of strategic change in order to reduce employee turnover, increase productivity, profits and growth. This study was important for further research in this area particularly in Kenya, the findings emphasized the effect of strategic change on job satisfaction which there was little research conducted. Further research would necessitate the need to assess how firm implementation of new strategies impacts job satisfaction. Comparative studies needed to be done to ascertain the degree to which firms in any given industry strategic change affected their performance.

Key Words: *Technological Change, Structural Change, Human Resource Policy, Leadership Change, Job Satisfaction*

INTRODUCTION

With the increasing pace of technological, economical and global development has made change inevitable in the organization's life (Fedor& Herod, 2005). Regardless of the market an enterprise is operating in, or how successful it has been in the past, change is an inevitable factor in the life-cycle of any enterprise. This can be triggered by internal and external dynamics which are changes in the environment. These internal and external drivers force enterprises to implement frequent and wide-spread changes to their business models, their organizations and the technology supporting their business (Walker 2004). Depending on how employees react to these drivers, these changes may help them progress, or they may tear them. (Adembo 2013)

Organisations around the world have tried to change themselves in the past decade due to the infinite variety of pressures to change including globalisation of markets, spread of IT and computer networks and the changing nature of the workforce (Solocum&Heuriegel, 2008). Change in modern business has been caused by a world characterized by fierce competition and uncertainty and thus it is imperative for companies to change in order to remain competitive (Guidroz, Luce& Denison, 2010). According to Kinieki and Williams (2008), there are two types of change i.e. reactive and proactive change. Reactive change is responding to unanticipated change while proactive change or planned change involves making careful thought-out changes in anticipation of possible or expected problems or opportunities. Organisational change can have many dimensions and unexpected consequences which mean that, whoever seeks to initiate major changes needs to grasp the scale of what they are planning in order to carry out a cost benefit analysis (Rees & Porter, 2008). In today's turbulent, often chaotic, global environment, commercial success depends on their employees using their full talents.

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Employees "satisfaction is considered as all-around module of an organization's human resource strategies. According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job 0satisfaction means pleasurable emotional state of feeling that results from performance of work Simatwa, (2011)

Dowling Boulton and Elliot (1994), identify four major forces that are changing the face of the Telecommunication industry, thereby posing a challenge to the industry namely: Technological change, deregulation and international globalization. Because of these, the telecommunication landscape has become very turbulent so much that firms in the industry are struggling to adapt to internally and external changes Dowling (1994). Therefore by the fact that there are shift in the telecommunication industries environment means the industry also need to shift the formula if they are to succeed Freeman (2001)

The telecoms industry in Kenya, just like the rest of the world, is going through profound changes. In the past decade, technological advancement and regulatory restructuring have transformed the industry Adembo (2013). Markets that were formerly distinct, discrete and vertical have coalesced across their old boundaries with a massive investment of capital much of it originating from private sector participants. The result is new markets, new players, and new challenges including strategic restructuring which may cause dissatisfaction as changes caused by market liberalization. Market liberalization efforts have also picked up ensuring the successful partial privatization of Telkom Kenya Ltd (December 2007), divestment of GOKs 25% stake in Safaricom Ltd through a public listing (May 2008), and the launch of fourth mobile operator Econet Wireless Kenya (November 2008). This has resulted into some of the world's best known telecommunication providers Vodafone, Bharti International/ Airtel, France Telecom, and Essar Communications through their investments in Safaricom Limited, Telkom Kenya Limited and Econet Limited respectively being major players in the Kenyans market. Ongoing infrastructural developments by operators have largely been focused on network expansion for increased nationwide coverage (Price Waterhouse Coopers (2015)

Bharti Airtel Limited is a leading global telecommunications company with operations in 19 countries across Asia and Africa. The company offers mobile voice and data services, fixed line, and high speed broadband services. Airtel has been ranked among the six best performing technology companies in the world by business weekly. Airtel has 250 million+ customers across its operations and is the fifth largest integrated telecom operator in the world. Airtel as a brand has played the role of a major catalyst in reforms in every country it operates in and has been contributing to its economic resurgence. Today Airtel touches people's lives with its services by ushering in a new era of staying connected offering a wider range of services to choose from. Airtel Kenya is the Kenyan operation, formerly Kencell/Celtel/Zain, the company is one of the leading mobile network operators in Kenya and one of the fastest growing telecommunication companies in Africa.

In the context of this study, employees at Airtel face problems of job dissatisfaction where the organization indulge in strategic changes like leadership, technology structural and HR policy, which have greater impact on job satisfaction. Adembo(2013). The line managers engage in unfair treatment of employees like unnecessary victimization. The opportunities for career development are limited due to the fact that most senior roles are held by expatriates. Mukonyo (2014). There is also no concerted effort to encourage creativity and innovation, having in mind the dynamic environment upon which the organization operates in terms of performance management, the employees experience biased ratings and low compensation rate leading to dissatisfaction and a normalization process that is very subjective. Atieno(2012)

Statement of the problem

Strategic change have been found to contribute significantly to job satisfaction; In the telecommunication industries scenario, many staff members have reported that they are satisfied with the working hours and holidays but there are other factors such as strategic change that lead to their job dissatisfaction(Schenk, 2001).

The current level of job satisfaction at Airtel Kenya was quite low, with the constant changes in leadership and resultant management terms which always come with a myriad of new ways of doing things, for instance undergoing a series of strategic changes from; Kencell to what is now is known as Airtel, attaining of new CEO, employee outsourcing ,merging and acquiring of YU and Network technology of Airtel UnlimiNET. The strategies have not performed well in the market because the employees themselves do not believe in themselves and will therefore not perform optimally to meet these goals Ndingori (2015). Currently Airtel Kenya owns 15% market share compared to Safaricom which own 80% of the market share this is according to the research done by IPSOS Kenya. It's important to note that these two companies were formed on the same year; therefore the difference is success should not be too huge.

In 2012, Airtel outsourced employees went on strike demanding for pay increment in line with the market rate, the right to belong to a union and improved working condition, Aboka (2013). According to the performance appraisal and job evaluation report of 2014, Airtel Kenya employees had complained that the line managers engaged in unfair treatment of employees like unnecessary victimization. The opportunities for career development are limited due to the fact that most senior roles are held by expatriates. There is also no concerted effort to encourage creativity and innovation, having in mind the dynamic environment upon which the organization operates in terms of organizational structure, the employees experience biased ratings and low compensation rate .Mukonyo (2014).

In 2016 January Airtel Kenya sent home 60 employees with an aim of strategic restructuring to reposition the business competitiveness in the marketplace; this resulted to merging up some departments also causing job insecurity to the remaining employees, this is according to Ipsos Kenya report. During the interview by Ipsos Kenya the Airtel CEO said the company "is sensitive towards the affected staff" to minimise the impact on them and had contracted a reputable organisation to offer job search services and provide training to assist them find new opportunities.

Research done by Adembo 2013 focused on the effect of strategic change on organizational performance consistently found out that there was need to also find out the effect of strategic change on job satisfaction. Kim (2014) focuses on the reasons of involuntary turnover, voluntary turnover, and promotion for employees to leave a particular company. In his findings it was indicated that job satisfaction played role in the events. It is against this background the study is set out to establish the effects (negative or positive) of already implemented strategic change (technological, structural, leadership and HR policies) on the job satisfaction.

Objectives of the research

The general objective of this study was to examine the effect of strategic change on job satisfaction in the telecommunication industry in Kenya. The specific objectives were:-

- To find out the effects of technological change on job satisfaction in telecommunication industries
- To determine the extent to which the structural change effects job satisfaction in telecommunication industries
- To establish the effects of human resource policy changes on job satisfaction in telecommunication industries
- To evaluate effects of leadership change on job satisfaction in telecommunication industries

LITERATURE REVIEW

Theoretical Review

Hertzberg's Two Factor Theory

The research conducted by Hertzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as motivators. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as hygiene factors (Robbins, 2001).

According to Schermerhorn (1993), Herzbergs two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schemerhorn asserts that Herzbergs two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction.

This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide the study in establishing determinants of employee's satisfaction in Telecommunication sector in Kenya.

Locke's Value theory

According to this theory Baron and Greenberg (2003), explains how various factors of job satisfaction can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in satisfaction change be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Lockes theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job while the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976).

In contrast, Baron and Greenberg (2003) argue that although Lockes Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. This theory as well is significant to this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction

Affective Event Theory

According to Thompson &Phua (2001) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employees' internal influences cognitions, emotions, mental states and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive inducing and negative inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction.

This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment. Rolland & De Fruyt (2003) research findings on personality in support of affective events theory shows that there are a number of factors that influence the theory. These are: consciousness, agreeableness, neuroticism, openness to experience, and extraversion. Finally performance feedback has an important influence on employee affect. Regular reviews should be done on regular basis in both medium and large organizations. The type of feedback on strategic change provided by managers can affect employee performance and job satisfaction Fisher &Ashkanasy (2000).

Closely related to this theory is Locke's (1976) Range of Affect Theory. The major premise of this theory is that satisfaction is determined by a discrepancy between what an employee wants in a job and what he has. Traceability to employee performance in organizations is in a job, the theory further states that how much one valued a given facet of work for example, the degree of autonomy moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that facet. However, too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet Spector, (1997).

Equity theory

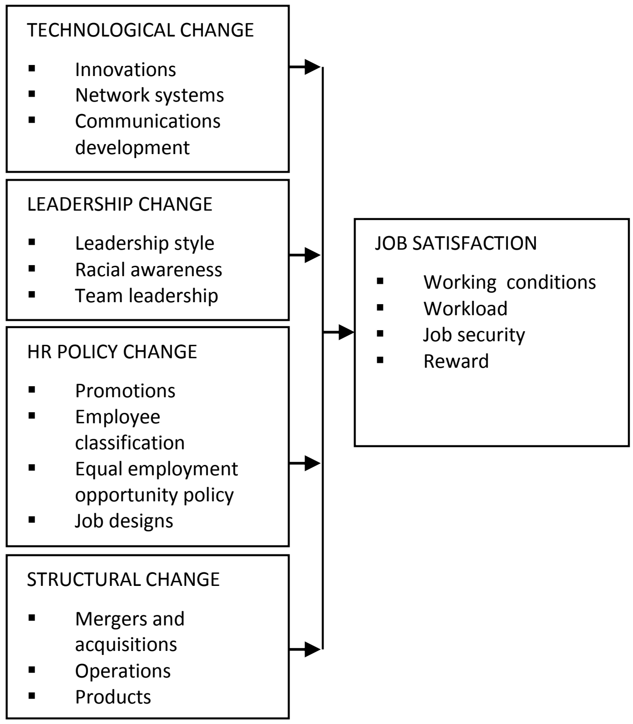
Equity theory, as reviewed by Walster, Berscheid&Walster (1973) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam (1965) theory, Huseman, Hatfield & Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills. Output (outcomes) on the other hand is the positive and negative consequences that an individual (employee) perceives a participant has incurred as a consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, and stimuli.

The major concern in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations. In any position in the organization, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid, he would be dissatisfied and therefore becomes hostile towards the organization and co-workers which may ultimately result to lack of motivation and low performance. Equity is multidimensional in nature. For example, it does not depend on our input-to-output alone. It depends on people's comparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other 'referents' in the market place as they see it. From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others (Ball, 2014).

According to Adams (1963), when a person becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is 'proportional to the magnitude of inequity present'. It is because of this tension that an individual might react in a way that reduces the tension in him. Equity theory further identifies four mechanisms for job satisfaction or dissatisfaction as follows: Employees seek to maximize their outcomes (rewards minus outcomes). Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. That is, systems of equity will evolve within groups, and members will attempt to induce other members to accept and adhere to these systems. When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets 'too much' and the person who gets 'too little' feel dissatisfied. The employee who gets too much may feel ashamed or guilt and the employee who gets too little may feel angry or humiliated.

Employees who perceive that they are in an inequitable relationship attempts to eliminate their dissatisfaction by restoring equity. This could be done by either by distorting inputs, outputs, or leaving the organization. Thus the theory has wide-reaching implications for employee morale, efficiency, performance, productivity and turnover. It also shows why employees see themselves the way they are treated in terms of their surrounding environment, teams, systems, etc collectively and not in isolation and so they should be managed and treated accordingly. In addition, the totals of employee inputs-outputs must be measured including their personal values. Schultz & Schultz (2010) further extended equity theory to include the behavioural responses patterns to situations of equity or inequity. These response patterns are: benevolent (satisfied when they are under paid compared with co-workers), equity sensitive (believe everyone should be fairly rewarded) and entitled (employees believe that everything they receive is their just due).

Conceptual Framework



Independent Variables **Dependent Variables**

Figure 1: Conceptual framework

Technological change

Technological change emphasizes automation and other capital-intense production devices. Such technological change transforms the nature of human interaction with work Krell, (2006).A major factor causing change or being used as change argent is technology Rees & Porter, (2008). Technology forces especially computer based information systems and internet continues to revolutionize how customers are served, employees communicate and networks with each other and external stakeholder Solocum&Heuriegel (2007). The introduction of new technology may result in considerable changes to systems and processes. Different skills are required and new methods of working are developed. Armstrong (2006), technological change transforms the nature of market place by changing the relative cost, features and availability of products Krell (2006). The results of technological changes may be extension of the skills base of the organization and its employees including multiple skilling however it could result in downsizing Armstrong (2006).

Technological change may be considered as neutral because it can have both positive and negative effects and combination of the two and sometimes technical advantages. Sometimes it's possible to take into account social and psychological needs by considering the social demotions of technological change Ree& Porter,(2008). New technology can present a considerable threat to employees as world of work has changed in many ways and knowledge workers are employed in largely computerized offices Armstrong (2008)

Rapid technological change demands the same time that workforce should be highly skilled, innovative, specialized in various areas and yet highly flexible if an organization is to continue using same workforce Krell (2000). The employment of capital intensive systems reduces the number of staff and jobs therefore creating job insecurity Ree& Porter, (2008). Information technology comprises of network of systems, telecommunications technology development and remote controlled devices and when IT changes about everything i.e. organizational structures, talent development opportunities rewards and ability to influence decision also changes (Solocum&Heuriegel 2008)

Leadership change

Northouse (2010) stated, "Leadership is a process through which an individual influence a group of people to attain common goals". Leaders now don't rely upon their legitimate power to persuade individuals to do as they are told but they take an interest in an interaction with their subordinates or they raise and widen the interest of their subordinates (Northouse, (2007). Since 1990 transformational and transactional leadership approaches presented by (Burns, 1978; Bass, 1985) are the most important and are most widely used and tested for the leadership studies. According to Burns (1978) transformational leadership is perceived when leaders encourage their subordinates to increase the level of their beliefs, morals, perceptions, motivations and coalitions with organizations objectives. Transformational leadership is such as engaging and inspiring relationship between leader and subordinates that enables subordinates to seriously examine the current assumptions and inspire them to think across new directions Krishnan, (2012) and causes subordinates to give their appreciation, loyalty, obedience and trust to their leaders and to assigned tasks without any questioning Yukl, (2006).

Transformational leaders show confidence and respect in their subordinates and have the ability to influence their subordinate's behaviour in such a way that results in more work fulfilment and positive organizational outcomes (Givens, 2008). They help their subordinates to be productive, innovative and creative and adaptable to the various environmental conditions within organization Furkan, Kara, Tascan, &Avsalli, (2010) and try to prevent the chances of work related problems Berson&Avolio, (2004). Transaction means exchange and transactional leadership deals with the exchange between the leaders and their subordinate. According to Naidu & Van der walt (2005) this is a leader follower exchange based leadership in Which leader exchange rewards or punishment with the follower for the task performed, and in return expects productivity, efforts and loyalty from the follower. Transactional leaders, on the part of satisfying their own self-interest practice control strategies to get subordinates to perform in the preferred way Kanungo, (2001). Transactional leaders become Less engaging, less appealing and become mediocre when transact with subordinates by rewards concentrated on realizing the work achieved, or concentrating on their mistakes, or delaying in making decisions, or avoiding to interfere until something has happened (Howell &Avolio, 1993). In accordance with Robbins (2003) more employees leave with the transactional leadership than with the transformational leadership.

Starke et al (2011) sees leadership as so crucial to transformation that some argue it may be necessary to replace the incumbent CEO in order to transform an organization. Unfortunate results is that , in many instances the new CEO institutes changes to fast and the consequences can be dire for job satisfaction. With regard to today's complex organisations and dynamic business environment, transformational leaders are often seen as ideal agents of change who could lead followers in times of uncertainties and high risk-taking. In contrast, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers' immediate needs (Northouse, 2010). They engage followers by offering rewards in exchange for the achievement of desired goals (Burns, 1978). Although transformational leadership is generally regarded as more desirable than transactional, Locke, Kirkpatrick, Wheeler, Schneider, Niles, Goldstein, Welsh, &Chah, (1999) pointed out that such contention is misleading. They argued that all leadership is in fact transactional, even though such transactions are not confined to only short term rewards. An effective leader must appeal to the self-interest of followers and use a mixture of short-term and long-term rewards in order to lead followers attain job satisfaction

Human Resource policy change

Human resource policies are continuing guidelines on the approach the organization intends to adopt in managing its people Gupta (2008). HR policies and procedures are the functional elements of an organization's strategic plan, meaning the policies are the steps necessary to achieve strategic goals. However, HR policies and procedures serve the important role of redefining HR strategic development and the direction of the organization. Through a review of the company's HR policies and procedures, leadership teams that develop strategic maps for the company learn what works and what doesn't work concerning HR procedures and the work environment, Mayhew (2015). Explicit policies in terms of consistency and understanding may appear to be obvious, but there are disadvantages: written policies can be inflexible constrictive and tedious Armstrong (2006). Some of the challenges for implementing HR policies is resistance to change as people don't like change because it means they will have to adapt thus people prefer what they already know because it frees them from thinking how they would adapt and also they like the environment to be predictable (Gupta 2008). Northouse (2010) notes that line managers have the key role too implementing policies fairly and consistently while the role of HR is to communicate and interpret the policies, and provide training.

Firms may attract and retain their workers by paying them a wage higher than the average going rate available in the currently unpromising labour market in which wages are 'already downwardly flexible' (Rubery, 1997). This effect of 'carrot' can be effectively reinforced by that of the 'stick' the introduction of a sense of job insecurity through outsourcing, especially in firms in which same work is carried out by both permanent staff and temporary/agency staff. Labour productivity and efficiency is therefore gained by stable and hardworking workforces who are under the threat of job security. Employee commitment and flexibility is secured by playing the labour market factors effectively. The strategy of deploying external temporary labour to cheapen labour cost and to reduce the bargaining power of the in-house workforce is perhaps somewhat characteristic of the British practice.

According to Goold and Campbell (1986) many British manufacturing firms adopt the 'financial control' type of management style in which control is exerted predominantly in response to the short-term performance and profit targets. Northhouse (2010) examined human resources policies by aligning them with business level strategy of job satisfaction. He associated human resources policies with cost reduction strategy. In this strategy, flexible human resources management policy includes: Increasing the use of contingent part time or short contracted employees; Work simplification and measurement producers; Flexibility in job assignment; (Emphasis on short term technical training and development; and Increasing proportion of performance appraisal based on short term in differentiation strategy. Employee-employer relationship in many positive ways and it leads to reduced turnover (Gupta 2008).One primary Human Resource tool that is used to affect motivation and performance is compensation (Robinson &Pillemer, 2007). Employee dissatisfaction with compensation result in high turnover and it provokes employee intention to leave a specific job or organization permanently.

Kim (2008) recommends that monetary benefit alone is not worth mentioning and employees are more focused towards non-monetary rewards because these are more attractive therefore, retention strategies should focus on more than just financial compensation. The function of job description also signifies another aspect of employee retention. Undecided goal alignment, regular performance disparagement and blurred organizational objectives create workplace anxiety, aggravation and dissatisfaction (Silbert, 2005). Early researchers hypothesized that employees are looking for clearly defined job responsibilities along with exciting work environment that makes good use of their knowledge, skills and abilities. Robinson &Pillermer (2007), emphasize that performance based job description is the valuable approach because job description reflects employee performance expectations.

Employee recognition policy will help to retain quality employees and encourage low performers to improve with the changing scenario. Effective implementation of the employee recognition function will play a key role in enhancing motivation within the organization. Kim (2008), sturdily advocates that employee recognition based on his performance beside with role and value admirations persuades and supports a satisfying personal life and inspire worker loyalty and commitment. He further stressed that exceptional employee performance should be recognize and particularly to link pay and incentive to performance

Structural change

Organizational structure can be defined as a mechanism which links and co-ordinates individuals within the framework of their roles, authority and power. Organizational structure represents a useful tool that directs in individuals behaviours through shared values, norms, and goals (O'Neill et al., 2001; Liao et al., 2011). However, it has been characterized as a technique in which the organizations are differentiated and integrated themselves by the allocation of work roles and activities (Tran and Tian, 2013). In recent years, researchers have sought to determine which structure brings the most advantages for organizations and they have suggested that organizational structures should be responsive to a variety of individual needs in businesses (Conner and Douglas, 2005). One of these widely used structures is presented by Burns and S talker (1961) labelled as a mechanistic and organic. Mechanistic organization structure is characterized by highly formalized, standardized and centralized functions.

Accordingly, in mechanistic organizations individuals have a clear understanding about their job responsibilities and it is expected of them to follow certain guidelines specified by policies, practices, and procedures. On the other hand, organic organizations are more flat, flexible and adaptable to environmental conditions, so individuals' behaviours are guided by shared values and goals. Moreover, organic organizations have characteristics such as informal network of authority and informal network of communication and opportunities for participating in the decision process (Veisi et al., 2012; Danzfuss, 2012; Dust et al., 2013). Therefore, organizations need to design their structures in accordance with the organizational strategies, internal and external working environment conditions. Because organizational structure has numerous and significant effects on both individuals and organizations. In literature, researchers have suggested that types of organizational structures have considerable impacts on job satisfaction, organizational performance, innovation, employees trust and job satisfaction levels, perceived fairness, individual job performance, job involvement and learning organization (Garg and Krishnan, 2003; Campbell et al., 2004; Jiang, 2011; Hao et al., 2012; Ağar et al., 2012; Mehrabi et al., 2013

Structural change of an organization can be regarded as a framework for getting things done in an organization and consists of units, functions, divisions, departments and formally constituted work teams into which activities related to particular processes, projects, products, markets, customers, geographical areas (Armstrong, 2006). An employee's position in the organization hierarchy is an important structural variable, which influences a range or organizational attitudes and behaviors for instance differences in the way organization communicates is perceived are often dependent on superior or subordinate status of the employees (Martin, Jones & Callan, 2006). Changes in structure often have significance on reward determination where devolution of authority to managers in semiautonomous business units have greater control to ones wages and work arrangement.

The effect of organizational downsizing depends on workers' previous experiences with similar changes. According to Svensen et al. (2007) job satisfaction will decrease if previous experiences with downsizing are negative. On the other hand, if previous experiences are positive this decrease in job satisfaction will not occur. Cross and Travaglione (2004) argue that organizational downsizing will result in higher levels of job satisfaction as the remaining employees will be happier than those who left. An important assumption here is that the least satisfied employees will (have to) leave the organization, which is not necessarily true in all organizational downsizing processes.

With regard to work characteristics, organizational downsizing results in increasing levels of work load when the same work has to be carried out by fewer employees. Following Karasek's model (1979), increasing workloads (job demands) with the same amount of decision latitude will result in lower levels of job satisfaction.

Empirical Review

Strategic change is very prominent topic, there is large amount of literature on strategic change and change related areas such as technological change leadership change, HR policy change and structural change. Little empirical research has been done on the effect of strategic change on job satisfactions. Employees must anticipate and respond to environmental changes to attain the organization goals. With the increasing pace of technological, economical and global development has made change inevitable in the organization's life (Fedor& Herod, 2005). Regardless of the market an enterprise is operating in, or how successful it has been in the past, change is inevitable.

The assumption underlying much of the strategic management literature is that successful firms change their strategies to attain a better fit with the environment (Cheng, Dianty& Moore 2007)

Being one of the most frequently studied concepts, there is an abundance of literature about job satisfaction (Locke, 1976, Judge et al., 2001). There is general consensus that job satisfaction is influenced by a combination of job characteristics (role ambiguity, skill variety), individual (age, work values) and organizational characteristics (leadership, organizational age) (Glisson and Durick, 1988; Kalleberg 1977). Organizational and strategic change and reorganizations may influence job and organizational characteristics and, as a result, job satisfaction. According to Mack et al. (1998), strategic change causes employees to alter their ways of working. Based on their research Mack et al. conclude that, in general, strategic changes result in increasing levels of job dissatisfaction, mainly as a result of increased uncertainty during the process of change. However, many scholars present different relationships between strategic change and job satisfaction. Main reason for this is the wide variety of organizational changes being studied. Strategic change can take different forms: reorganizing the work practices, job redesign, organizational growth, organizational downsizing. Moreover, while some changes affect the entire organization, other changes affect only specific divisions, teams or jobs.

The effect of organizational downsizing depends on workers' previous experiences with similar changes. According to Svensen et al. (2007) job satisfaction will decrease if previous experiences with downsizing are negative. On the other hand, if previous experiences are positive this decrease in job satisfaction will not occur. Cross and Travaglione (2004) argue that organizational downsizing will result in higher levels of job satisfaction as the remaining employees will be happier than those who left. An important assumption here is that the least satisfied employees will (have to) leave the organization, which is not necessarily true in all organizational downsizing processes.

With regard to work characteristics, organizational downsizing results in increasing levels of work load when the same work has to be carried out by fewer employees. Following Karasek's model (1979), increasing workloads (job demands) with the same amount of decision latitude will result in lower levels of job satisfaction.

Organizational growth (resulting in growing numbers of employees) in general results in decreasing levels of job satisfaction Beer (1964). Organizational growth often results in many other (organizational) changes in, for example leadership styles, organizational structure and employees' attitudes that have negative effects on job satisfaction. Based on an extensive literature review Beer (1964), concludes that larger organizations report lower levels of job satisfaction. Based on Karasek's model, more formalization and a larger distance towards colleagues and superiors decrease the levels of decision latitude, resulting in decreasing job satisfaction. Field and Johnson (1993) studied the effects of organizational growth in a voluntary association, mainly employing volunteers that grew from a single location small firm to a large organization operating from several different locations. The growth process involved incorporating more bureaucratic processes to manage the work processes and employees (including the volunteers), resulting in de-motivation and lower levels of commitment. These concepts correlate with job satisfaction Mathieu and Zajac, (1990). Another important finding in Field and Johnson's case was that the changes heavily affected the volunteers' work, but the volunteers were not involved in any decision making resulting in reduced commitment among the volunteers.

Job design is one of the main determinants of job satisfaction Humphrey (2007). Important models indicating this relationship include the Job demand – Decision latitude model Karasek (1979), the Job Characteristics Model (Hackman and

Oldham, 1980), and the Job Demands Resources model Demerouti (2001). Salancik and Pfeffer (1978) and Griffin (1991) show that job redesign results in improved job satisfaction when the job redesign results in an improved fit between job characteristics and employee needs or expectations. According to Karasek (1979) job redesign results in increased job satisfaction when decision latitude increases. Increased levels of job satisfaction occur directly after the redesign process after which it stabilizes or declines to previous levels Griffin (1991). In an experiment by Hackman et al. described in Salancik and Pfeffer (1978) job satisfaction was measured before and after job redesign.

Three kinds of job 'redesign' were conducted: job enrichment, no change, and reduction of job variety. The results were positive for all three kinds of changes: after the redesign process job satisfaction was higher than before. Salancik and Pfeffer conclude that the workers' expectations were already focussed towards the changing work characteristics and, therefore, influenced the workers' expectations. They suggest that focussing on the dissatisfying work characteristics may have a positive effect on the experience of changing these characteristics. This is also known as the Hawthorne effect (see e.g. Blumberg, 1968: 14-46). Based on these theories, we conclude that job redesign positively influences job satisfaction when it meets at least one of two characteristics: first job satisfaction increases if the job characteristics fit, second job satisfaction increases if the redesign process is aimed at changing dissatisfying work characteristics. The first characteristic results in the most sustainable increase in job satisfaction.

An organizational change aimed at a more business-like attitude requires a major transformation of the organizational culture Gebhart (2006). This will affect worker motivation and cooperation between workers. Noblet (2006) showed that introducing private sector management strategies in public sector organizations resulted in structural, leadership and HR Policy changes that had negative effects on job satisfaction. Especially the focus on fund raising and accountability results in mixed feelings among employees as they are mostly intrinsically motivated to help people in need, not by efficiency (Field and Johnson, 1993). Other authors have suggested that organizational change can be continuous process encompassing approaches which view strategic change as an emergent phenomena and result of the interplay of history Appelbum, St-Peierre&Glavas 2008)

RESEARCH METHODOLOGY

Descriptive research design was employed to determine the relationship between the dependent and the independent variables and to establish any association between strategic change and job satisfaction. According to Mugenda &Mugenda (2003), descriptive survey design helped the study to gather, summarize, present and interpret information for the purpose of clarification. The target population comprised of the 400 employees of Airtel Kenya Limited (Airtel Limited 2016). The method of data collection instrument involved the use of primary data and secondary data. The study employed descriptive statistics method for presenting and summarizing bio-data. Data was analysed using Statistical Package for Social Sciences (SPSS) which is a software tool for data analysis. The equation used was as follows;

$Y = \beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\beta 4X4+\dot{\varepsilon}$

Y= Job satisfaction

β0 = constant (coefficient of interception)

X1 = Technological change

X2 = Leadership change

X3 = HR policy Change

X 4= Structural changes

ἐ = error term (residual term that includes the net effect of other factors not in the model and measurement errors in the dependent and independent variables)

FINDINGS AND DISCUSSION

Descriptive statistics

The study used a Likert scale to collect data on the views of employees regarding various statements for variables under the study. A scale of 1-5 was used where responses were categorized by level of agreement as 1- strongly disagree, 2- Disagree, 3- Neutral,4- Agree and 5- strongly agree. The mean and standard deviation for each statement was generated and the index for each variable arrived at.

Technological change

Majority of the respondents agreed that Airtel Kenya provided environment that allowed staff to develop new skills concerning the firm's technology. This had the highest mean of 4.45 and standard deviation of (0.499) which was in line with the findings of Abraham (2015) that the development of skills among employees was one way through which job satisfaction could be achieved among employees. The respondents also agreed that the kind of technology used by the firm motivated them to stay with the company having a mean of 4.36. This finding was in line with a research done by Hunjra (2010) who found out that those employees who were motivated to stay with the firm for long time in pursuit of the organizational goals were high beneficial to the firm.

The findings also indicated that the respondents were in agreement that the firms that gave them the opportunity to be involved in the innovation and creativity of the company's technology in in order to achieve job satisfaction having a mean of 4.23. This was in line with Casper and Harris (2013) findings which showed that once employees were given the opportunity to participate in innovation and creativity of the firm's activities then satisfaction could be achieved amongst them. The respondents also agreed that the firm recognized the employee's contribution towards technological development of the company 4.02. This was consistent with Tas (2008) findings which states that employees contribution toward technology development of the firm provides a room for job satisfaction amongst the employees. The respondents also agreed that incase of new technology the company provides them the training having a least mean of 3.80, the mean index stood at 4.17 which when converted to percentage was 83.4%. The finding indicated a high level of agreement being in the upper quartile thus showing that indeed avenues fostering strategic change lead to job satisfaction as highlighted by the respondents. Table 1 gave a summery on technological change.

Table 1: technological change summary

Statement	Mean	SD
The kind of technology used by my company motivates me to stay with my current organization	**4.36**	**0.747**
I get the opportunity to be involved in innovation and creativity of technology in my organization	**4.23**	**0.665**
The change in computer systems in my organization has affected my job satisfaction	**3.80**	**0.782**
My organization recognizes my contributions in terms of technology development	**4.02**	**0.792**
My company gives me the opportunity to develop new skill and talent concerning technology	**4.45**	**0.499**
Mean index	**4.17**	

Leadership change

The findings revealed that the respondents agreed that they had no problem with any change in the board members of the organization (3.78) which ws in line with White (2016) findings showing that change in board membership of the firm didn't necessarily affected the job satisfaction of the employees. They also agreed that changes in line managers of the firm really affect their job satisfaction with a mean of 4.24 being in consistent with Gerbhart et.,(2006) argued that in most cases employees job satisfaction can be affected by any changes in line mangers of the firm.

The respondents were in agreement with the fact that they could leave their current organization if they got more promising job with better work environment compared to the current one indicated by the mean of 3.85. Also respondent agreed that they would generally describe the organization leadership styles to be friendly that enabled them get satisfied with their job having a mean of 3.70 this correlated with Stark (2011) findings who found out that one of the drivers of job satisfaction was leadership styles. The respondents also agreed with the statement that they were always comfortable whenever the organization changed their supervisors having a mean of 3.74 and standard deviation of 1.00 which indicated a high level of dispersion from the mean thus varied responses. The mean index stood at 3.88 which translated to 77.6%, thus a strong level of agreement with the statements to indicate that leadership change was embraced within job satisfaction.

The view of the respondents on the leadership change practiced in the organization ranged from open and flexible to others highlighting that their departments had transactional leadership a study by Kinungo (2014) showed leadership styles was crucial in determining the level of employee job satisfaction in the organization where positive relationship is enhanced.

Table 2: leadership change summary

Statement	Mean	SD
I will generally describe my organization leadership styles to be friendly that enables me get satisfied with my job	3.87	0.910
I am always comfortable whenever my organization changes my supervisor	4.24	0.594
I will leave my current organization if I get a more promising job with better work environment	3.74	1.000
I have no problem with any changes in the board members of my organization	3.70	0.993
Any changes in line managers in my organization really affects my job	3.85	0.885

Human Resource policy change

The respondents gave their varied views on HR policy change and Table 3 showed the summary of level of agreement concerning human resource policy change.

The findings indicate that policies on performance appraisal and job evaluation are practiced within the firm and had highest mean of 4.36 (0.748). Respondents also agreed that the termination of employees for the sake of restructuring and downsizing causes a sense of job insecurity amongst them which had a mean of 3.72 (0.985). The respondents also agreed that the firm has a system of promotion that was followed for recruiting and promoting employees. This is in line with Gupta (2008) who states that promotion of employees is one way of enhancing strategic change. The respondents had varied level of agreement that they are comfortable with the payroll deductions on their remuneration holding the lowest mean of 3.45 (0.827). The mean index stood at 3.77 which translate to 75.4%, hence high levels of agreement with the statements. These findings are in line with the study by

Abraham (2015) which summarizes the effect of HR policy change on employee job satisfaction.

On the matter of expatriates and local employee's positions at Airtel Kenya, the respondents were of the opinion that most high positions were held by expatriates. They of the opinion that the management should reconsider engaging the local employees, in allocating high positions in the firm in order to create satisfaction amongst the employee.

Table 3: HR policies change Summary

Statements	Mean	SD
My organization undertakes performance appraisal and job evaluation exercise	3.71	0.984
I am satisfied with my job description and the remuneration I get from my current employer	3.69	1.077
The termination of other employees on grounds of restructuring and downsizing causes a sense of job insecurity to me and my colleagues	4.36	747
My organization has a system of promotion that is followed for recruiting and promoting employees	3.68	0989
Am comfortable with the payroll deductions on my remuneration	3.45	0.827
Mean Index	3.77	

Organization structural change

The respondents agreed that the merging and acquisition of other companies with their organization has really affected their job satisfaction holding a mean of 4.36, they also agreed that their organization structure is friendly that it enables me perform their duties to satisfactory having a mean of 3.68 this findings are in consistent with Farooq and Khan (2011) study which observed that organization structure greats and develops job satisfaction since work environment within the organization increases productivity.

The respondents also agreed that the form of job restructuring done by their organization lowers their job satisfaction and a sense of belonging to the organization making up a mean of 4.45. They also agreed that they have heard problem with the reporting relationship that is practiced in their organization holding a mean of 4.38. These findings are in line with Barton (2014) observation in his study which explains the relationship between organization structure and employee job satisfaction.

The respondents further agreed that the management provides them adequate support to enable them perform their job to satisfaction having a mean of 4.39. This finding was consistent with Heynes (2008) whose study shed light on factors creating job satisfaction amongst employees in the organization. The overall index was 4.26 shows that the most respondents were in agreement with the statements. These respondents believe that downsizing and restructuring done by Airtel Kenya has got high impact on employee job satisfaction in the firm. It was further suggested that much should be done to improve implementation of such of policies so that the productivity of employees can improved to increase their level of job satisfaction. They were of the opinion that the firm takes enough time to prepare the employees psychologically before implementing any structural change in the organization. Table 4 showed the summary of the levels agreement concerning the structural change.

Table 4: Organization structural change Summary

Statements	Mean	SD
I will generally describe my organization structure to be friendly that enables me perform on my job with satisfaction	**4.37**	**0.747**
The merging and acquisition of other companies by my organization has really affected my job satisfaction	**3.68**	**1.006**
My work and job redesign in my organization challenges me to stay with my current organization	**4.45**	**0.498**
The form of job restructuring done by my organization lowers my job satisfaction and belongingness to the organization	**4.38**	**0.750**
Have always heard problem with the reporting relationship that is practiced in my organization	**4.40**	**0.709**
Mean Index	**4.26**	

Employee job satisfaction

Employee job satisfaction was a dependent variable of this study, among the key drivers of job satisfaction includes: workload, reward, job security and working conditions. According to the findings the respondents were in agreement that they feel very positive about their job and position holding a mean of 4.25. Also they agreed that they are generally satisfied with the kind of work they do in the positions they hold presenting a mean of 4.36. This finding is in line with Das and Joshi (2014) who observed the capacity of working conditions leading to job satisfaction.

Respondents further agreed that as soon as one could find a better job than their positions they would definitely quit the organization having a mean of 4.43 this was supported by Grant and Ashford (2008) findings who established that reward system is one way of motivating employees in the organization and making them feel satisfied with their job in the organization. They also agreed that they are satisfied with the working condition of their job that is geared to enhance job satisfaction on a mean scale of 4.37. The overall mean index was 4.37 showing that majority of respondents were in agreement with the statements, this finding was supported by Huselid and Becker (2011) who observed that workload, working condition and job security affects job satisfaction of employees and productivity of the firm.

The respondents were of opinion that the firm was doing what was possible to engage its employees in undertaking decision on the satisfaction and performance of their jobs. Table 5 showed the summary of the level of agreement concerning job satisfaction.

Table 5: Job satisfaction

Statements	Mean	SD
I feel very positive and favorable about my job	4.25	0.598
As soon as I can find better job, I will leave this one	4.43	0.512
I am generally satisfied with the kind of task I carry on my job	4.37	0.747
I have a sense of worthwhile accomplishment in my work	4.36	0748
Mean Index	**4.37**	

Inferential statistics

In determining the effect of strategic change on employee job satisfaction, the study conducted a multiple regression analysis to determine the nature of relationship between the variables.

Regression Analysis

The linear regression analysis models giving the relationship between variables that is dependent variable being Job Satisfaction (JS) and Independent variables being Technological Change (TC), Leadership Change (LC), HR policy Change (HC) and Structural change (SC). The coefficient of determining (R squared) and correlation confident (r) showed the degree of association between dependent variable Job satisfaction and the four independent variables. The four independent variables that were studied explained 72.5% of the factors influencing job satisfaction as represented by R Squared (coefficient of determinant). Other aspects not studied in the research contribute to 27.5% of the factors affecting job satisfaction. The correlation coefficient of 0.851 indicated a strong linear relationship between strategic change and employee job satisfaction. Durbin Watson value of 2.168 was established illustrating lack of autocorrelation in the model residuals. Table 6 displayed the model summery

Table 6: Model summery

R	R Squared	Adjusted R square	Std. Error of Estimation	Durbin-Watson
0.851	0.725	0.691	23484	2.168

Predictors: (constant) TC, LC, HC, SC.

ANOVA

This study used ANOVA to establish the significance of the regression model from which an f-significance value of p<0.05 was established in Table 7. The ANOVA test produced an f-value of 23.044 which was significant at p<0.05. This depicts that the regression model is significant at 95% confidence level that is less than 5% probability of misrepresentation. The model is statistically significant in predicting how technological change, leadership change, HR policy change and structural change affects employee job satisfaction by having a confidence level of 95%the results are highly reliable.

Table 7: ANOVA

Model	Sum of squares	ANOVA Df2	Mean square	F	Sig.
Regression	6.354	4	1.272	23.043	000á
Residual	2.426	85	0.055		
Total	8.780	59			

a. Dependent variable JS
b. Predictors: (constant) TC, LC, HC, SC

Regression coefficient

The regression equation applied was Y = β0+β1X1+β2X2+β3X3+β4X4+ἐ where Y is job satisfaction, βo represented the regression constant, while β1-β4 represented them regression coefficients while X1=TC; X2=LC; X3=HC and X4=SC, and ἐ as the regression model error term which indicates its significance. The regression equation is as follows Y= 1.448+0.256X1+0.233X2+0.191X3+0.466X4+ ἐ. The regression equation means that when technological change, leadership change, HR policy change and strategic change have null value, job satisfaction would be 1.448.

The result indicated that strategic change has the most significant positive influence on employees' job satisfaction in the organization. This is shown by the regression analysis t-value of 3.779 and a p-value of 0.024 at 95% level of significance that is less than 5%. The findings presented also show that taking all other independent variables at zero, a unit in technological change will lead to a 0.466 increases job satisfaction. The results are in consistent with Stevenson (2011) who observes that high level of strategic change is crucial to employee job satisfaction.

Leadership change comes in second terms of positive significance on employee job satisfaction with a regression analysis t-value of 3.145 and a p-value of 0.002 at 95% level of significance that is less than 5%. The findings presented also show all other independent variables at zero, a unit increase in leadership change will lead to a 0.256 increase in job satisfaction. These findings are in line with Abraham (2015) who states that leadership change impacts employee job satisfaction.

Human resource police change was found to be positively significant in influencing employee job satisfaction with a regression analysis t-value of 3.016 and p-value of 0.004 at 95% level of significance that is less than 5%. The findings presented shows that the other independent variables are at zero, a unit increase in HR policy change will lead to a 0.233 increase in job satisfaction. These findings are consistent with Bryoson (2014) who observed that HR policy changes in the firm affects employee job satisfaction.

The result further shows that structural change ranked as the least positively significant affecting job satisfaction, with regression analysis of t-value of 3.329 and a p-value of 0.002 at 95% level of significance that is less than 5%. The findings presented shows that taking all independent variables at zero, a unit increase in structural change will lead to a 0.191 increase in job satisfaction. These findings are in line with Khan (2010) who states that structural changes of the firm influences employee job satisfaction.

Table 8: Regression Coefficient

	Unstandardized coefficient			Standardized coefficient		
Model		B	Std .Error	Beta	T	Sig.
	constant	1.448	0.560		2.584	0.000
	TC	0.265	0.089	0.344	3.145	0.002
	LC	0.233	0.077	0.322	3.016	0.004
	HC	0.191	0.058	0.313	3.329	0.002
	SC	0.466	0.123	0.312	3.779	0.024

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The findings of the study indicated that technological change affectsed employee job satisfaction. The regression analysis results showed that technological change had a strong positive relationship with job satisfaction. The findings also indicate that taking all variables at zero, a unit increase in technological change will lead to job satisfaction. This shows that technological change in the firm reflects the extent to which employees are satisfied. It can be inferred that employees who are engaged in the processes of technological change in the firm are more likely to perform highly thus enhancing job satisfaction.

The study also showed that a firm which provides an environment that allows staff to be trained new skills concerning new technology in the firm and participates in innovation and creativity in the firm, enhances job satisfaction amongst employees. This is because employees who are engaged in implementing technological change are highly motivated to contribute their time and energy in pursuit of organization goals and objectives thus enhancing job satisfaction

The findings indicated that leadership change has a positive significant on employee's job satisfaction; the regression analysis result showed that technological change had a strong positive relationship with job satisfaction. A positive relationship was determined where a unit increase leadership change will lead to increases in job satisfaction. A firm can ensure employee job satisfaction by enabling employees to feel contented with the leadership style and team leadership. This increases the level of employee engagement which has been established to have a significant effect on job satisfaction. This shows that when the management provides the staff with proper leadership style the firm will be able to increase employee job satisfaction.

Also the study findings indicate that when the firm ensures that positive relationships between management and employees is maintained and that information about the firms strategic changes and performance are commutated effetely job satisfaction can be experienced.

HR policy change was found to be the least significant among the other tested variables affecting employee job satisfaction. It had a positive relationship with job satisfaction and the findings showed that taking all variables at zero, a unit increase in HR policy change will lead to increase in job satisfaction. The study also showed that following right procedures of promoting employees, proper employee classification and proper job design will increase the level of employee job satisfaction in the organization. It was also found out that friendly HR policies can enhance high job performance in the organization thus leading to job satisfaction amongst employees.

Structural change was found to have the most significant positive influence job satisfaction compared to other variables; this shows a strong positive relationship with job satisfaction. The study results showed that taking all variables at zero, a unit increase in structural change will lead to an increase in job satisfaction. The study found out that the merging and acquisition of other corporation by the firm affects employees' job satisfaction. The study also revealed that employees believed that the firms operations put in place by the management satisfying and serves the purpose of ensuring employee job satisfaction.

Conclusion

The study results showed that technological change was a major factor that affects job satisfaction in the organization. The findings demonstrated that proper implementation of strategic change in the organization can enhance employee job satisfaction in the firm. Thus when job satisfaction is experienced in the organization, performance will also be experience hence giving the organization competitive advantage.

Literature indicated that strategic change is closely associated with organization performance outcomes and therefore for employees to experience job satisfaction the firm needs to ensure proper implementation of strategic change in order to reduce employee turnover, increase productivity, profits and growth

Recommendations

The study was a justification of the fact that strategic change in terms of technological change, leadership change, HR policy change and structural change will enable or disable employee job satisfaction. The study recommends that the Airtel Kenya management should try to engage employees in the implementation of any strategic change in the organization, with that employee views will be incorporated hence enhancing job satisfaction which would lead to increased organizational performance, encouraging employee growth and reducing employee turn. Airtel Kenya should ensure that its goals and objectives are in line with Kenya vision 2030 economic and social pillars which are anchored on macro-economic stability, continuity in governance reforms, enhanced equity and wealth creation opportunities for the poor, which will have a positive effect on the country's GDP growth rate.

This study was important for further research in this area particularly in Kenya, the findings emphasize the effect of strategic change on job satisfaction which there is little research conducted. Further research will necessitate the need to assess how firm implementation of new strategies impacts job satisfaction. Comparative studies need to be done to ascertain the degree to which firms in any given industry strategic change affects their performance. Also further studies should be conducted to determine impact of job satisfaction on organization performance

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