PERCEIVED EFFECT OF ORGANISATIONAL CHANGE ON JOB SATISFACTION AMONG EMPLOYEES IN COUNTY GOVERNMENT OF KWALE, KENYA

BY:

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DECLARATION

The research project report is my original work and has not been submitted for the award of a degree or examination at any other university or institution.

Signature……………………………. Date……………………….

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The research project has been submitted for examination with my approval as the University supervisor

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DEDICATION

This project is dedicated to my late parents, Mr. Bakari Mbwiza and Mrs. Mwanamisi Mwahima, may the Almighty God reward you immensely for all your sacrifices; and to my loving husband Mr. Dzila and sweet daughters Asmah & Kulthum, thank you for the encouragement, prayers, love and support. God bless you all.

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ABSTRACT

Organizational change is important to organizations because it is through change that organizations can grow and mature. However, organizational changes influence both job and organizational characteristics which in turn affects job satisfaction. Therefore, an understanding of the relationship between organizational change and job satisfaction is critical because these factors are key determinants of organizational performance. Most of the previous studies seem to have given little attention to the potential effects of perceptions, attitudes, or social influence on decisions and behaviors, which in turn leads to job satisfaction or dissatisfaction. Instead, previous researchers mostly concentrated on the social and economic aspects of change as opposed to the emotional and behavioral aspects. Therefore, the objective of this study was to explore the effect of employee perception of organizational change on job satisfaction at the County Government of Kwale. The study was informed by Fredrick Herzberg's Hygiene theory of motivation and John Kotter's eight-step organizational change model. The study adopted a cross-sectional descriptive survey research design targeting a population of 1928 employees of Kwale County Government who worked for the former local authority and national government. Data was collected using a questionnaire based on Kotter's 8 step change Model, from 307 out of 331 sampled employees representing a response rate of 92.7%. Data was then analyzed with the help of IBM SPSS statistics for windows, version 21, and presented in tables. The findings indicated negative perception among employees at Kwale County on communication of the change vision and creation of short-term wins and rewards. In addition, the employees' perceptions towards management support for devolution/change and its leadership, employees' empowerment to implement the change/devolution, and increased change momentum was indifferent. However, the employees showed positive perception on creating a sense of urgency, change vision/strategy development, and institutionalization of change. The findings also indicated that the participants were indifferent towards statements on general working conditions, remuneration, opportunity for career advancement, use of skills and abilities, and communication and decision making. On the other hand, participants were in agreement with the statements on relationship with supervisor, relationship with co-workers, job security, and workload and stress level. Finally, the results of correlation test indicated that all the organizational change factors had significant positive correlations with job satisfaction except communication and rewards. In addition, the results of multivariate regression indicated that almost 74.8% of the variance in job satisfaction was explained by the regression on organizational change factors. The study concluded that there was a positive relationship between organizational change and job satisfaction. In view of these findings, this study recommends that management implementing devolution at the counties must ensure that employees are adequately prepared for change, adequately represented on change management committees and understand the vision/strategy of change in order to enhance perception of transparency and improve level of their involvement and commitment. In addition, change management team need to enhance communication, implementation, maintain momentum of change, and institutionalization of change. The researcher also suggests similar studies to be replicated in other counties and more research to be done on the challenges which were

encountered when implementing the change programs especially in devolved Governments, as well assessments on employee job satisfaction after devolution.

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LIST OF ACCRONYMS & ABBREVIATIONS

CGK-   County Government of Kwale

CEC-   County Executive Committee

COK-   Constitution of Kenya

HCWs-   Health Care Workers

MCA-   Member of County Assembly

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the present dynamic business atmosphere, where change is the norm and not an exception, organizational change has gradually developed into an organizational value that is able to give organizations sustainable benefits and economic advantage. The concept of organizational change refers to an effort(s) intended to modify certain features or configurations of firms (Meyer, 1982; Nadler, 1998) for example, objectives, structures, work procedures, culture, image or workforce. It involves moving from familiar to unfamiliar territory, form the known to the unknown, from the relative certainty to relative uncertainty. This is as a result of the need for organizations to align their strategies with their environments either by reacting to external events, such as devolution or by proactively shaping their businesses for competitive advantage. In today's business environment, it is no longer a matter of whether organizations should change, but a matter of how, where and in what direction they must change. Every organization goes through periods of transformations from one state to another. These transformations can be due to a number of factors such as; new technologies, new markets & products, new administrative systems, upgraded employees' skills and demands, changes in economies, demographics, governments reforms, changes in consumer preferences and competition dynamisms. (Senge et al. 1999).

Nevertheless, several organizational change programs have initially been viewed as successful, but about 70 percent of these initiatives fail to meet the desired outcome (Kotter, 2008). In this study, the change factor is devolution, brought about by the adoption of a new Constitution in the year 2010. The research recommends that workers perceptions of organizational change can either ease or restrain a corporate adjustment plan and employee work fulfillment (Katsaros, Tsirikas & Bani, 2014). Most managers acknowledge the fact that managing change is not an easy task, especially when management tries to create a balance to satisfy the demands of the organization as well as those of its employees. In the course of change, it is during the transition period that problems of introducing change emerge (Michael Armstrong 2006), these problems may include low stability, loss of momentum, conflict, opposition, and stress. Resistance to change (Kotter & Cohen 2002) is viewed as one of the main reasons of organizational transformation challenges. Resistance is as a result of how employees view or perceive the change being introduced. Perception is looked at as a method used by individuals to "select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world" (Berelson & Steiner, 1964: 88). The term is associated with attitudes and emotions. It is a known factor that leads to choice of decisions and behaviors in reaction to environmental changes. The impact of change largely depends on the angle the perceiver views change from. It impacts on both job satisfaction, change implementation and the performance of an organization in general. This study suggested that employees' observations on organizational change may either bring about or prevent organizational change initiative and employee job satisfaction (Katsaros, Tsirikas & Bani, 2014).

This research was informed by Fredrick Herzberg's Hygiene theory of motivation and John Kotter's eight-step organizational change model. Fredrick Herzberg's theory assume that humans by nature have definable needs, and that motivation in the workplace is founded on the satisfaction of these needs (Ojwang et al. 2014). In their view therefore, job satisfaction is usually a result of meeting these basic needs. Herzberg's hygiene theory of motivation established a list of satisfaction and dissatisfaction factors. Job satisfaction factors (and presumably motivation) are distinctive from those that root job dissatisfaction (Herzberg, 2004). According to Herzberg, examples of factors that relate to job satisfaction which he termed as "satisfiers/motivators" include; achievement, responsibility, growth, work itself and occupational advancement (Armstrong, 2009). On the other hand, factors that relate to job dissatisfaction which he referred to as "Hygiene" include supervision, company policies, rule and procedures, working conditions, fair compensation, administrative practices among others. John Kotter (1995) conducted a study on organizational change and he established that resistance to change is the main cause of failure in organizational change. According to Kotter, most organizations fail to do a holistic approach to change. He came up with an 8-step model to prevent resistance to change and make organizational change successful.

This study focused on the changes brought about by the new constitution on the devolved systems and structure at the county level of governance in Kenya. It studied organizational change in the context of devolution. This is because the County is experiencing quite a number of challenges from some of it is devolved employees who feel dissatisfied with their jobs.

1.1.1 Concept of Perception

An individual's arrangement and interpretation of impressions in order to give sense to his/her atmosphere is known as perception and thus, it impacts considerably his/her workplace behaviour (Langton & Robbins, 2006). Perception is a "complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world" (Berelson & Steiner, 1964: 88). It involves a connection to a person's emotions and attitudes towards a certain environmental factor, such as devolution. Perception can also be understood as a set of procedure we use to make intellect of the diverse stimuli. The perceptual process commences with getting stimuli from our surroundings and split ends with our explanation of those stimuli. This method is classically insensible and occurs hundreds of thousands of epochs a day (Langton & Robbins, 2006; Sharma, 2016). In employee associations, perception is a central aspect and in most of the times, it is shaped by organizational functions, the method of leadership, types of communication at the office, etc. and so it is very significant that the organization be intelligent to shape the accurate perception in the mentality of its employees. Perception influences our conscious emotions and behaviors towards events, objects and people, (McShane & Glinow, 2008).

1.1.2 Organizational Change

Organizational change refers to a process in which organizations transform its structures, strategies, operational methods, technologies or culture in response to it's business environment. Organizational change is the most important feature of organizational development. It involves identifying of development opportunities and/or formulating strategic solutions. Organizational Change can either be reactive or proactive, focusing

on or caused by changes in legal status, services/product diversification, changes in goals or tasks, adapting to new technology, restructuring, reinventing organizational image, among other objectives. It is broader than organizational development, it applies to different categories of change including but not limited to technical and managerial innovations, organization decline, or the evolution of a system overtime. These changes may not necessarily target at developing the organization like in the case of organizational development, Cummings & Worley (2009). Organizational Change ranges from an overall organizational level change, which has an impact on all the employees, to a process or a specific activity change impacting only on a selected group or a person. Organizational change is a vital global matter that is affected and influenced by various internal and external factors, negatively and positively (Burnes, 2004). The significance of change is that it develops and brings a better-desired position rather than the existing circumstance. Change is any intended or unexpected evolution from one scenario to another. Change may be either planned or unplanned. Planned change is an attempt by the organization to improve its operational effectiveness and efficiency. Kurt Lewin's (1958) classic change model, described the organizational change process in 3 states: - unfreezing-freezing-refreezing.

Most literatures on organizational change, (such as Lau & Woodman, 1995; Weber & Manning, 2001; Herscovitch & Meyer, 2002;) are in agreement that employees are mostly concerned with exactly what the impact of change will be on their job, their colleagues and themselves. Organizational change and change management go hand in hand because change must be managed to ensure it attains its intended objective. Change

management, according to Jeff (2007) refers to the tools, processes, and techniques used to manage the human aspect of organizational change for the attainment of intended business objectives through the people. In either case, change needs appropriate management. Johnson (2002) emphasize that in managing change, the following key elements must be put into consideration; why the change is happening, what is changing, who it will affect and how to monitor the changes through the process. Managing change means aligning the ever-changing needs of internal and external business environments and its stakeholders persistently with the organization's direction, structure, and processes. Change management aims at managing an employee(s) or an organization through change to minimize resistance while enhancing adoption to change as view by Hiatt (2006) and Willocks (2011). Implementing change is a challenging process since resistance to change is almost inevitable. On the other hand, change in both internal and external environment is also inevitable, making management of change, to minimize resistance a significant part of organizational change, Balogun and Haily. (2004)

1.1.3 Job Satisfaction

Job satisfaction is related to a worker's attitude towards work. Reilly (1991) describes job satisfaction as a work's feelings, attitude and perceptions towards his job. Ellickson and Logsdon (2002) defines job satisfaction as the degree to which an individual enjoys his or her work. Where the levels of job satisfaction are higher, the more positive the attitude, while an individual who is displeased will hold negative attitudes towards the job. Whenever employee attitude is mentioned, it mostly means job fulfillment or satisfaction (Srivastav & Das, 2013). Job satisfaction involves employee contentment and morale

with their work and working environment. Firms must endlessly ensure workers job gratification in order to improve output and stay profitable. Job fulfillment is also defined as a person's overall attitude towards work (Robbins, 2003). Price (1997) looked at work job satisfaction as the extent to which workers exhibit positive attitudes towards their organizations.

Job satisfaction is a two-dimensional factor made up of both intrinsic and extrinsic factors (Zhou & Volkwein, 2003). The most popular conceptualization is by Herzberg, Mausner & Snyderman (1959) who theorized that employee satisfaction was dependent on two factors, namely hygiene (extrinsic) and motivator (intrinsic) factors. Herzberg's theory concludes that certain features (factors for motivation) results in job satisfaction, while others (hygiene factors) prevents dissatisfaction but do not necessarily prompt satisfaction. Motivation factors (motivators) are factors which are inherent to the job, such as the availability of prospects for responsibility, work content, and progression and recognition for accomplishment (Santrock, 2009; Tan & Waheed, 2011). Job satisfaction can be seen as both a group and personal variable. A group variable in the essence that employees feels attracted and belonging to their groups; while as an individual variable relates to the thoughts, attitudes and feelings of an employee towards his/her job. (Armstrong 2016). Employee's job satisfaction has a direct and important role in assisting an organization to achieve its objectives. It influences the quality of public services. It is thus unlikely that unhappy and maladapted public service providers can deliver that optimal public service required by citizens of this country.

1.1.4 The Concept of Devolution

Devolution is defined as the procedure of shifting decision-making, authority, purpose, tasks, and resources to lawfully comprised, and commonly selected local governments. In recent history, countries have reduced supremacy of their central governments by delegating power to local or provincial governments in what is known as devolution or decentralization. Devolution signifies the transfer of decision-making power, authority, responsibilities, and resources from the central to the local governance units with the objective of improving the efficiency of service delivery. Devolution has been successful globally such as in Nigeria, South Africa, Sweden, US, UK & India in as far as political stability and development are concerned (Omari, Kaburi & Sewe 2012).

In Africa, devolution is practiced in Uganda, South Africa, Nigeria, Ghana, Tanzania, Ethiopia and recently Kenya. Devolution was officially adopted in Kenya in 2010 with the promulgation of the new Constitution through a referendum. The Constitution created two stages of governments i.e. the 47 County Governments and the National Government; and the Senate as the upper house. The primary objectives of the delegated style of governance in the country as provided for in the current Constitution (2010) are; "to delegate power, transfer resources, and provide for extensive representation down to the local level." Chapter 11 of the Constitution of Kenya 2010 on Devolved Government, highlights the following as "principles and objectives of devolved government: (a) to promote democratic and accountable exercise of power; (b) to foster national unity by recognizing diversity; (c) to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; (d) to recognise the right of communities to

manage their own affairs and to further their development; (e) to protect and promote the interests and rights of minorities and marginalised communities; (f) to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya; (g) to ensure equitable sharing of national and local resources throughout Kenya; (h) to facilitate the decentralisation of State organs, their functions and services, from the capital of Kenya; and (i) to enhance checks and balances and the separation of powers." among others. Some of the devolved functions in Kenya include; provision of health services, Agriculture, Water services, Trade and Cooperative development, Cultural, and Community development, etc. In a bid to ensure continuity of service delivery at the County level, the national government seconded its former employees who used to provide various services at the county level to the County Governments.

1.1.5 County Government of Kwale

Kwale County is one of the 47 Counties that were established by the current Constitution of Kenya in the year 2010. Kwale County Government started its operations in March 2013. It is made up of 3 districts formerly known as Kwale, Kinango and Msambweni districts collectives. The County has an approximate population of 648, 931 according to the 2009 Census and an annual population growth rate of 3.1%. Kwale County is made up of 4 parliamentary constituencies, which also from the sub-counties, and 20 electoral wards, represented by elected Members of the County Assembly. There are two arms of government at the CGK; the County Executive and the County Assembly. The County Assembly comprises of the Speaker, Deputy Speaker, County Assembly Clerk and the

MCAs (Members of County Assembly). It is the legislative arm of Government. The Executive comprises of the Governor, Deputy Governor, County Executive Committee (C.E.C) Members and their Chief Officers. The CEC members are in charge of various departments within the County. The Chief Officers are the accounting personnel in these departments. The County has a total of 10 departments as stipulated in the fourth schedule Part 2 of COK 2010.

County Government of Kwale has 2840 employees (as at June 2017). They comprise of three categories of employees, one group from Central Government (devolved staff referred to as AA), the defunct County Council of Kwale (AC) and the County Public Service Board employed staff (BA). Human resource functions at the county government level are guided by a number of manuals, regulations, and acts of parliaments such as the Labour Laws,County Public Service Human Resource Manual, The County Government Act, Public Service Commission of Kenya's rules on management of seconded officers, the Code of Regulations and the Kenyan labour laws. Although the Human Resource Administration functions fall under the public service & administration department, the County Public Service Board, which was established by Section 58 of the County Government Act, 2012 is accountable for the running of human resources in the County. The Department of Public Service and Administration implement the decisions made by the Board and any other delegated function to them such payroll management, staff records management, induction and training among others.

1.2 Research Problem

Organizational changes influence both job and organizational characteristics which in turn affects job satisfaction. Organizational change is important to organizations because it is through change that organizations can grow and mature. However, many such change initiatives even though they are mostly introduced with the best of intentions for their organizations, are often destined for failure at some point in their implementation. According to Kotter (2008) the rate of planned organizational change failure is approximately 70 percent, (Judge & Douglas, 2009). Such failures are attributed to several factors, including inappropriately forecasting, resistance, poor implementation strategies, or lack of change management knowledge. Other barriers include cost of change, inadequate resources and skills, financial constraints, previous unpleasant experiences, time constraints, commitment to the current situations, strong existing organizational culture, technical challenges, organizational politics, fear of the unknown, insecurity and influence of trade unions (Self & Schraeder, 2009). Due to the fact that employees job satisfaction is a key factor affecting employee retention and their performance levels, job satisfaction is one of the main human resource management concerns worldwide. Job satisfaction has been linked by research to factors such as fairness of rewards, growth opportunities, participation in decision making, supervisory support, compensation and organizational culture, among others. (Maragu 2012). Robbert and Reilly (1979), associated positive job satisfaction to effectiveness of organizational communication and the employer-employee relationship.

The Kwale County Government has made significant progress in its human resource management such as recruitment of additional workers, reviewing employees' salaries

and benefits in conjunction with Salaries Review Commission, improvement of motivation factors such as promotion and training, streamlining human resource policies and practices. Nevertheless, despite the progress and the above efforts, the county still faces several human resource challenges that emanate from devolution, such as: strikes, low employee morale, high staff turnover; strikes; transfers to other counties; planning and management of the workforce; inadequate employee commitment and job satisfaction at all levels. This has become more evident with the introduction of devolved system of governance; despite the various advantages that came with the change. It should be noted that, not all County Government of Kwale employees are affected negatively by the organizational change, some have shown improved commitment, performance and general satisfaction. It is therefore evident that, different employees' perceptions, attitudes and adaptability to change have an effect on how they can cope with change. County employees, especially the seconded one who formerly used to work for the national government (AA) had to experience a lot of changes (of various forms) which have affected their reporting structures, and other changes which have taken place within the Counties and these changes, in turn, have affected their job satisfaction. While some changes were initiated by the Constitution itself, the County Assemblies and the County Executive have launched others (Ariwomoi, 2013).

Organizational change and job satisfaction among staff has been a focus of a number of studies, Izuchukwu et al. (2014) did a study on employee's perception of change in the Nigeria banking industry in which he found out that personal job outcome is significantly affected by an employees' perception of change. Mack et al. (1998) study concluded that

generally, changes in organizations increases levels of job dissatisfaction, this is primarily due to uncertainties that are characterized with change initiatives. Other studies contradict the Izuchukwu's findings, such as Marangu (2012) in his study on employee's perception to change concluded that, change management practices have impacted positively to the performance and job satisfaction of Kenya Power and the employees perceive it to be successful. This shows that the effect of organizational change to job satisfaction can be either positively or negatively, based on the individual employee's perception to the change itself. People differ in their tolerance for change, & how they cope with it based on their perceptions. Julita (2007) in his study on organizational transformation and how it is looked at in the City of Hämeenlinna (Finland) found out that "positive attitudes prevailed among the employees before the transfer of administration powers to the local city". She attributed this to the fact that the change had been under discussion for several years. After the change was introduced, workers were largely neutral or unsatisfied with, how the organizational change was managed generally. Employees showed a negative attitude towards organisational change, when taking into consideration the individual tasks and personal issues. Oyugi (2015), did a study on likely effect of devolution on motivation and job satisfaction and concluded that the government is required to enhance the "motivation factors" such human resource development and recognition. According to Oyugi, to be able to achieve devolution objectives, Kenyan public servants require transparency in training and education opportunities, value-added culture of monitoring, and same opportunities for contribution into a new county administration.

Most of the past studies on employees' reactions to change seem to have given little attention to the potential effects of perceptions, attitudes, or social influence on decisions and behaviors, which in turn leads to job satisfaction or dissatisfaction. Instead, researchers mostly concentrated on rational choice theory about employees' behaviors. The nature of organizational change in my study is very complex as it involved both restructuring, change of strategy, growth, and re-designation of some jobs with an emphasize on taking services to the grassroots. These changes often affect job satisfaction differently based on an individual's attitude towards the changes. In addition, previous researchers mostly concentrated on the social and economic aspects of change as opposed to the emotional and behavioral aspects that this study wishes to explore. Furthermore, barely any studies have been carried out on the implications of employees' attitude to devolution on job satisfaction more so in Kwale County Government. This study seeks to find out how people differ in their views and tolerance for change, how satisfied are employees of the County with their jobs, and what are the perceived effects of change (devolution) on job satisfaction?

1.3 Research Objective

The objective of this study was to explore the effect of employee perception of organizational change on job satisfaction.

1.4 Value of the Study

It was anticipated that, the study will lead to better insights on the relationships between employee perception to change (devolution) and job satisfaction. Thereby leading to proposed better human resource management and development strategies for motivating, coaching, rewarding, delegating and training of both employees and managers so as to create a work environment congruent with the county's goals and objectives. The results and recommendations of this study will be beneficial to the operational supervisors, human resource management team, the line managers, the County Public Service Board, the Governor, deputy governor and other officials of the county in understanding the views and attitudes of the workers and how to deal with them effectively. The management will be in a position to adapt the most efficient change management styles that correlates to worker's job satisfaction.

In addition, the study findings would be of importance to the management and other employers in formulating and or revising policies that will facilitate the factors that enhance effective change management and job satisfaction among the workers and shun those that do not, especially with regards to Kwale County. In addition, findings could be used by organizations to enhance improvement in the work effectiveness that may lead to effective organizational change management in future.

To researchers, the study also forms a good literature base for further studies and references. Hence, the study is also of benefit to the academic world as it is expected to

add to the existing knowledge and understanding of relationship between perception to change and job satisfaction and how it can be implemented to realize improved efficiency. It also forms a basis for further studies in the field of organizational and job satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on the subject matter. It highlighted various theories on job satisfaction and organizational development theory. The chapter also looked at the empirical review highlighting the research gap. Therefore, the chapter carries out a synthesis of past literature in relation to change and job satisfaction and discusses several key empirical studies with other supporting researches on the subject matter.

2.2 Theoretical Review

Since job satisfaction has a close link with motivation, this study is guided by two motivational theories namely Herzberg's theory of Motivation-Hygiene theory analyzed as follows: -

2.2.1 Herzberg's theory of Motivation-Hygiene Theory

Frederick Herzbeg, et al, (1959) introduced the Hygiene Theory. The theory studied the impact of attitude on employee motivation, by letting employees describe situations about their jobs as either good or bad (Herzberg, 2004). The results of the study formed the basis of Herzberg's Motivation-Hygiene Theory (also known as Herzberg's Two Factor Theory.), published in his article "One More Time: How do You Motivate Employees", the findings he drew influenced management and behavioral science studies, and form

the basis of good motivational practice, although the model overlooks situational variables such as productivity.

Herzberg's research determined factors affecting satisfaction or dissatisfaction in an employee's work environment. Herzberg realized that factors enhancing job satisfaction were dissimilar from those factors causing job dissatisfaction. He referred to them as "motivators" and "hygiene". Hygiene factors are maintenance factors which are necessary to avoid dissatisfaction, but they do not result into any satisfaction by themselves. Aspects of a job that are relating to job satisfaction vary from those that relate to job dissatisfaction. Examples of satisfaction factors include; responsibility, achievement, occupational advancement and growth, the work itself, etc. (Armstrong, 2009). Examples of dissatisfying/maintenance factors include company policies, supervision, employee's relationship with co-workers & supervisors; safety and security, work conditions, fair compensation, and administrative practices, (Herzberg, 1957). These factors are largely on context of work, preventive and environmental in nature and they enhance performance and prevent dissatisfaction, (Armstrong, 2009). As much as the hygiene factors are viewed as dissatisfaction factors, their absence can be the cause of dissatisfaction. On the other hand, motivator factors lead to increased levels of satisfaction. Therefore, one needs to adopt a two-stage system to motivate, by eliminating dissatisfaction and creating conditions for job satisfaction, (Nyantika et al. 2015).

Herzberg concluded that the term job dissatisfaction is not the opposite job satisfaction. The opposite of job satisfaction is therefore No satisfaction. On the other hand, the opposite of Dissatisfaction is No Dissatisfaction and not satisfaction. For instance, promoting an employee in a hostile work environment will not lead to satisfaction. On the other hand, creating a healthy work environment without provision of any of the satisfaction factors, employee job satisfaction will still yet to be attained. According to Herzberg, the characteristics associated with job dissatisfaction may be adequately addressed, but people will neither be dissatisfied nor will they be satisfied. For motivation to be attained, an employer should also focus on "motivator" factors like recognition, (Calder 2013).

2.2.2 John Kotter's Eight Stage model of Organizational Change

Most models have assisted organizations to comprehend and implement changes and developments (Scott, 2002). Such theories include John Kotter's eight-step model, Lewis Kurt (discussed above), Beckhard's, the ADKAR model among others. Models and theories of change draw on a range of theoretical stances, including social constructionist, contingency, discourse and complexity theories (Luhman & Cunliffe 2013). Kotter (1995) in his study established that roughly 70% of all major initiatives for change in businesses fail. This failure is mainly because most organizations fail to do a holistic approach required to make change management a success. In his books he describes a model for understanding and managing change which entails an Eight-Step Process to overcome resistance and become adept at change.

According to Kotter (2002), leaders in organizations must first create a sense of urgency. He proposes that for change to succeed, 75% of a company's leadership is required to back the change. This entails extensive analysis of a business's the external and internal environments using strategic tools of planning. He reiterated that in creating sense of urgency, it is vital for leaders to understand their business environments before deciding whether the state of the organization is ready for change (Calder, 2013). Kotter urged that for change to be successful, 75% of a company's management should "buy into" the change initiative. An organization's leadership needs to make people appreciate that change is necessary for the organization to accomplish its objectives. Secondly, it is expected that leaders should form the Guiding Coalition. This includes putting together a team of persons from several departments and levels to lead the change i.e. change agents. One needs to create a multi-functional team from different levels with sufficient power to lead the change by building the required urgency and momentum on the need for change, and spearheading change implementation (Kotter 2002).

The third step is development of a vision and strategy to direct the change initiative. The vision should be clear and easy to grasp and remember to enhance everyone's understanding of why change is necessary. When people can see and understand the intended outcome, then the directives they are given tend to be clearer and making more sense. This vision is vital because it enhances the understanding of the need for change; what and why. (Lunenburg, 2010). Fourthly, communicating the change vision particularly to those who will be affected is important. Leaders must ensure that people

understand and accept the vision by demonstrating the kind of behaviour that they want from others and addressing peoples' concerns and anxieties honestly and openly. The fifth step is empowering broad-based action, where initiatives for change are applied through practical activities after planning and talking. At this level, agents for change must ensure helpful structures are place, inspire and empower employees to take risks in pursuing the change objective. It is at this point where hurdles to obtain the vision must be done away with (Calder 2013).

The next step is referred to us creating short-term wins which entails planning of periodic visible and unambiguous wins and recognizing those who assist achieve them so as to inspire everyone. The wins must also be clearly related to the change effort. Nothing motivates more than success. This step therefore involves creating short-term achievable targets, with very limited room for failure. Each "win" achieved motivates the entire staff further. The seventh step involves consolidation of gains and production of more change. This means bringing "fresh blood" into the organization by changing structures, processes, systems and policies that do not fit well with the new change initiative. At this level, people and projects are developed to implement the change vision (Hornstein 2008). Kotter argues that declaration of change victory too early has led to failure of many change projects failure of many change initiatives. Quick wins should be treated as beginnings of what actions needs to be done for the attainment of sustainable change. Success facilitates identification of enhancing factors and build on them as well as inhibiting factors and improve on them. Lastly, in the eighth step the new approaches are anchored in the culture. According to Kotter (1995), sustainable change should be

entrenched in the organizational culture although this might take a relatively long time. Therefore, a mechanism needs to be established to ensure heirs to leadership continue supporting the change, thereby institutionalizing the new methods through succession planning. This will assist in making the change stick and become part of the core of the organization.

2.3 Organizational Change Processes

According to Tichy (1983), organizational change is the introduction of new patterns of activities, traditions and perceptions to take advantage of opportunities or to avoid threats that emerge from the business internal and external environment. It is an important means of ensuring continuity of viability of organizational strategies (Maya, 2009). Organizational change is inevitable since it is the only mechanism through which businesses can achieve and sustain growth, competitive advantage and manage internal and external environmental dynamics, (Kiefer, 2005). According to Norton and Fox (1997), for organizations to succeed in attaining their goals, they must consistently and continually rise and meet the challenge. Therefore, for organizations to gain competitive advantage in their business environments and to improve organizational efficiency and effectiveness, they need to embrace change as part of their strategy. Moreover, Govindarajulu and Bonnie (2004), identified several other benefits of organizational change to a business, including; supervisors and employees talent development, economic advancement, positive organizational reputation, develop competitiveness, and general improvement in an organization's performance.

Despite the above-mentioned benefits, organizational changes can also lead to a lot of anxiety, insecurity, uncertainty and stress among employees which inturn affects employees' performance, productivity, satisfaction and commitment. This mostly happens when there is a feeling of uncertainty contributing employees' low tolerance of ambiguity leading to resistance in taking risks and implementing the change. This negatively affects motivated and commitment and generally creates job dissatisfaction.

Due to the above reasons, change implementation is most likely met with resistance to change. Managing change is therefore very important since change in both external and internal environment is unavoidable. It is the basis of organizations plans, implementation and delivering support to employees to positively adopt and implement the change, (Balogun & Haily, 2004). Balogun and Haily (2004) propose that, to reduce resistance, change should be implemented incrementally or gradually followed by periods of radical. Jabri (2012) demonstrates that managing change including organization culture shift needs participation of all workers reinforced by senior management through such things as coaching, constant staff training and development and enhanced staff welfare among others. On the other hand, explicit or implicit use of force is the least acceptable way to of overcoming resistance to change (Luhman &Cunliffe 2013).

Moreover, other contemporary theories view change as continuous or gradual process, necessitated by the dynamic internal and external business environs (Jabri, 2012). Handy

(1995) opined that, the opportune time to introduce change is when there are sufficient resources in an organization and it has not reached the peak of the Sigmoid curve. Workers and firms should prepare for future business environment and changes brought about by technologies in advance or when they are about to reach the peak of their business success. It is vital for leaders to make everyone understand the need for this preparation and reinventing oneself so that when change occurs, there is less resistance (Handy 1995).

2.4 Factors Affecting Job Satisfaction

Job satisfaction is complex phenomenon (Xie & Johns, 2000; Fisher & Locke, 1992); various studies and researchers have linked it with many factors or elements like autonomy, communication, working environment, salary, and organizational commitment. According to Freund (2015), work satisfaction is influenced by commitment of organization, organization support perceived, behavior of leadership and education level. Satisfaction of jobs is linked to and or affected by a number of other organizational factors. This is evidenced by various studies that have been done on job satisfaction with applicability to behavior of co-worker, supervisor behavior, conditions of work, promotion and pay, organizational factors and other work-related factors. Wamunyu (2016) carried out a study on factors that influence health workers job gratification at public hospitals. Her findings were that there exists a positive association between job satisfaction, conditions of work, remuneration, job descriptions, equal treatment, fairness and chance for personal development. Werner (2001), highlighted several facets of job satisfaction including the work its self, remuneration, opportunities

for career advancement and recognition. External factor referred to as hygiene factor by Herzberg (1959) is connected to the internal business atmosphere within which work is done. Such factors include a company's administration policies and procedures, supervision, salary, conditions of work and relationships. Herzberg claimed that although the extrinsic features of work (the hygiene factors) cannot be a source of job gratification for workers, if the features are not 'good', they become a source of dissatisfaction and thus affect employee's levels of job satisfaction. It has been argued that internal factors such as responsibility and recognition influence job satisfaction more than extrinsic factors such as salary and conditions of work. Other factors that affect job satisfaction include; rapport with supervisors, job security, opportunity for advancement, good work-life balance, respect from co-workers, workload, company values, self-actualisation, organization's financial stability among others, (Parvin & Kabir 2011).

This study focused on the following factors affecting job satisfaction:

Age: as a factor influencing job satisfaction has been a focus of many motivational based researches. However, most studies are somewhat inconclusive on its impact, with some studies showing no significant impact (Brown, 2007), other findings show a linear increase in job satisfaction with age (Weaver, 1980). Job satisfaction tends to increase gradually with age (Spector, 1997). This trend is mainly due to the fact that as employees age and mature in their jobs/professions, job expectations tend to become more realistic. On the other hand, other studies suggest that levels of job satisfaction vary throughout the lifespan of the worker (Hertzberg et. al., 1957). The Millennial generation is seen to be

less satisfied with their jobs and are viewed as lazy and self-centered. (Hertzberg et al, 1957).

Working conditions: Conditions of work have been found to be of cardinal significance in influencing employee job satisfaction. Several studies have laid emphasis on working conditions since it plays a very important role in influencing job contentment. (Steers 1991) The level of employees' job satisfaction goes up if they are working in a workplace that is orderly and clear, sufficient tools and equipment, acceptable levels of environment, humidity, noise quality and temperature. Work environment can sometimes be a source of low productivity. Conditions/environment of work/factor includes lighting, ventilation, temperature, noise, hygiene, working hours and resources (Steers, 1991). Other factors affecting work satisfaction that relate to working environment include equality, need for challenge, respect and friendly coworkers, (Dinham & Scott, 2000; Chen, 1995).

Remuneration: Refers to pay made by an employer to its employees for the skills, efforts and time invested by an employee in the job aimed at achieving organizational objectives. Compensation influences employee attraction, retention and motivation. Remuneration has a powerful effect in determining job satisfaction and therefore a significant factor for consideration in job satisfaction studies (Derlin & Schneider, 1994). Other studies have found the relationship between job satisfaction and compensation to be insignificant, (Herzberg, Mausner, & Snyderman (1959). However, there is an old adage that says,

"you get what you pay for". This is true when it comes to employees. Greenberg and Baron concluded that a perceived low salary results to job dissatisfaction and contributes to employee turnover.

Relationship with Supervisor & Co-workers: Interpersonal relationships at work make up the support and social network of the employee. Studies such as Friedlander and Margulies (1996) and Brown (2007) showed that good relationships with supervisors and management; friendly staff rapport and fairness contribute to job satisfaction. In addition, apart from the relationship with co-workers, good relationships with clients and customers also has a positive effect to one's job satisfaction. According to Brown (2007), the two most significant interpersonal factors affecting job satisfaction are employee supervision and interaction. Hawthorne research of the 1920's, show that employees get more satisfied if they belong to social groups and have friendships with their colleagues and supervisors. Lack of social support in the organization leads to increased stress, minimized coping techniques, and generally dissatisfaction, (Maynard, 1986).

Job Security: According to Weiling (2000), job security refers to the probability of an employee to maintain a job until he/she decides otherwise. It is a significant determinant of the quality of the employer-employee relationship which in turn affects job satisfaction. It is determined by the perceived risk of losing a job in the near future. Studies have found that workers in organizations with low job security e.g. downsizing organizations and or in temporary terms of services suffered from decreased levels of confidence, motivation, and morale, increased stress, leading to low job satisfaction. Indeed, Research has shown that workers in more stable jobs enjoy higher levels of

satisfaction. The effects of job security to job satisfaction can be linked to other factors such as scarcity of jobs. Worker's level of education, responsibilities etc., (Green et al, 2000).

Workload & Stress: Stress refers to the body's reaction to physical, mental or emotional situations or threats. Any situation or thought that makes you feel frustrated, angry, nervous or anxious can cause stress. Many employees agree that it is one of the commonest problems in today's workplace. In 2005, stress levels rocketed around the world, both in growing and slow economic activities. This is associated to the higher demand for more productivity and better performance. Tasks demand (overload or under-load), role demands (ambiguity and conflict), and interpersonal demands are the main causes of stress at the work environment. The pressure to maximize output and enhance competitiveness lead to high level of stress in the work place, specifically performance pressures and workload. Other drivers of work-related stress as proposed in literatures include role conflict and ambiguity, work environment, workload, need for career advancement, management/leadership style, working relationships and support, nature of work itself, remuneration, job security, autonomy of job, role conflict and ambiguity. Burnout was identified by Toscano and Ponterdolph (1998) as a significant contributor to job dissatisfaction at lower levels that needed to be decreased in order to improve job satisfaction. Studies have shown that workload was a major contributor to job dissatisfaction. (Khowaja et al, 2005).

Opportunity for Career Advancement: Career advancement aims at improving performance by imparting knowledge, changing attitudes, or increasing skills. (Greenhaus, 1987; Feldman, 1988; Hellriegel, Slocum & Woodman, 1989). Studies have shown that elements intrinsic to jobs, such as recognition, advancement, work content, and opportunities for advancement and responsibility contribute to job satisfaction. Employee career development positively impacts on employee job and organizational commitment. (Santrock, 2009). Advancement refers to the degree of occupational upward mobility. Advancement chances focus on future incentives. Availability of fair advancement opportunities improves job satisfaction (Price and Muller 1986). According to Broski and Cook (1978) in their survey conducted among health professionals found that opportunities for advancement contributed to job satisfaction. Nurses who perceived they had opportunities for promotion appeared more satisfied than those who perceived they did not have. Crawford and Gressly (1993) in a study conducted among diagnostic practitioners found that opportunity for advancement was the variable that mostly related to job satisfaction. Therefore, investing in career development opportunities in areas such as in training and mentoring, can be valuable to both employees and the employer since it can serve as both a retention and recruitment strategy.

Communication & Decision Making: Stewart (2000) advised that it is important to promote freedom of communication and decision making especially on matters that directly affect employees such as the choice of their own methods of working. Employees should know upfront what is expected of them and regular feedback should be provided. This will enable them use their talents and feel that they are adequately being challenged

in their jobs (Syptak 1999). Some studies have found that employees normally have a more positive attitude toward supervisors and the company when they participation in making work decisions. Communication processes used in organizations have a marked effect on how they function. Job dissatisfaction which leads to poor performance has been linked to unclear targets and objectives and poor communication. Effective communication about the tasks involved and the level of performance achievement contributes to job satisfaction. Communication on regular work appraisal and departmental or organizational changes is also critical. In addition, listening to employees' feedback and their perception is critical to communication as it is more likely to affect their work performance and job satisfaction. In addition, commitment will only be gained if people understand what they are expected to commit to (Liebler and McConnel 2005).

2.5 Relationship between Organizational Change and Job Satisfaction

Izuchukwu et al. (2014) looked at perception of employees on change in the Nigeria banking industry. The study's results showed the presence of substantial association between individuals' view of change success and their job performance variables. The results also revealed that the strong determinants of employee perception of change effect were their (employee) view of commitment to their jobs; decent salary and job security as opposed to the perception of self- actualization and career advancement which were found to be insignificant. It was emphasized in the study that during change implementation, bank industry change agents should enhance job security and motivational incentives to enhance successful transformation.

Nyantika et al. (2015) did a study in Nakuru County Government on effect of some selected factors of motivation on the job satisfaction of devolved government employees. To determine whether the selected factors related to the existing level of employees' job satisfaction, Nyantika used both regression and correlation analysis. The study's findings were that justice, both procedural and interactional had significant contributions to employees' job satisfaction compared to supervision and communication.

Oyugi (2015) did a study on possible influence of devolution on motivation and job satisfaction of healthcare workers (HCWs) in Kenya. The conclusion was that a well-coordinated leadership, good supervision and proper power play are significant tools that will influence the attainment of the healthcare system objectives under devolution. Oyugi suggested that apart from promoting professional identity and status of HCWs, the government, as an employer needs to improve other "motivation factors" such as growth and recognition to enhance the achievement of healthcare goals under the new system of devolved governance.

Arnolds and Venter (2007) tried to identify factors influencing the inspirations of blue-collar workers at clothing and manufacturing firms. The study outcomes showed that, office employees considered paid holidays as the most essential individual motivational reward while employees in the frontline value retirement plans most. The most vital

motivational rewards group for both frontline and blue-collar employees are fringe benefits (sick leave, paid holidays and housing loans).

As per the outcomes of survey done by Career and Qualification Principles the United States of America Career and Qualification Principles in 2005, it was established that the most significant element acting as a motivator for both the employees and employers was satisfaction with jobs and personal satisfaction. In the classification of elements affecting enthusiasm, the study revealed that the financial incentives are not regarded as very vital since they are placed as 8th and 12th by the two groups respectively. In other words, employees value non-financial incentives more than financial incentives, (Coskun & Dulkadiroğlu, 2009).

Schwaninger and Muller-Stewens (2005) did a study on employee response to change at a government owned company in Thailand and among large private schools in Thailand. The results showed that employees' perceptions, interpretation and understanding of organizational change define their course of action and or reaction to change. Thus, views and/or attitudes are important determinants of reactions to organizational change. To encourage backing for change and reduce resistance, the consideration of employees' attitudes, feelings and views is paramount. In backing of this viewpoint, the results show that distinctions in perceptions predict and explain variances in levels of resistance to and support for change.

Armenakis (2002) proposes that change initiatives must be consistent with the prevailing organizational values, in addition to consensus that the anticipated change is apposite, applicable and profitable. Thus, the perceived change's fit with the firm is as important as whether the change initiative is appropriate. Organizational change has individual dimension (Moran & Brightman, 2000); making it essentially an emotive experience, which is highly affected by workers' attitudinal and perceptual behaviour (Nicolaidis & Katsaros, 2010). Similarly, it is advocated that employees' positive attitudes towards their organisation is often crucial in achieving successful change programs and objectives, (Martin, 1998; Eby et al., 2000; Kotter, 1996).

There is a dearth of literature on the topic of employee perception to change and its effect on job satisfaction especially in the post-devolution era of Counties. Therefore, this study built on the existing literature on factors hampering effective strategic change management in Kenyan County Governments. Associated studies have mainly paid attention to broad challenges in organizational change management and not related to personal perceptions, attitudes and social impact as a factor affecting job gratification and employees' decision to do or not to accept change.

2.6 Summary of the Review

In summary, there are varied associations between change in organizations and job gratification. Various kinds of organizational transformations seem to impact differently on work satisfaction. However, work features (work context and content) and

individuals' perception of these characteristics or the change mediates the relationship between job satisfaction and organizational change. When the employee's attitude towards the change is right, the proposed job characteristic fit the employees' needs or expectations then the level of job satisfaction increases. A number of locally and internationally research seeking to establish change management challenges especially on devolution has been done. These researches concentrate on devolution success and performance as opposed to specifics on challenges affecting performance due to change management process in the counties. Majority of these studies' objectives were different from this study. Change management literatures also opine that perceptions about the significance and appropriateness of the change are very important during organizational change process, (Holt, Armenakis, Field & Harris 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research method that was used to explore the topic under study. The chapter gives information regarding the methods used to carry out the research, the type of research design used, the data collection technique and the research instruments used. It also discusses how the data was analysed.

3.2 Research Design

The study adopted a cross-sectional descriptive survey design. Because data was gathered at a particular point in time or over a short time span and the study is descriptive in nature. In addition, the purpose of the study was to find the prevalence of the outcome of interest (Levin, 2006). Cross sectional design was chosen because it provides information that can be generalized on all the population.

Descriptive study tries to ascertain answers to the question what, who, when, which and sometimes how (Cooper & Schindler, 2003). It defines the degree to which two variables differ or the number of times with which something occurs. The sought to find out how employees perceive the effects of change and its effect on their job satisfaction.

3.3 Population of Study

According to Mugenda and Mugenda (2003) population refers to the entire group of items or individuals to be considered in a study, that has a common characteristic and to which the findings of a study are generalized. The population of this study therefore will be 1928 employees of Kwale County Government who worked for the former local

authority and national government (Kwale County HRM, June 2018) as given in the table 3.1 The study excluded all employees recruited by the current Kwale County Public Service Board since they were not affected by the change (devolution) under review.

Table 3.1: Population of the Study

Category	Narration	Number	Percentage
AA	Devolved-Former National Government employees	1873	97%
AC	Former local authority employees	55	3%
TOTAL		**1928**	**100%**

3.4 Sampling and Sampling Techniques

A total sample size of 331 employees/participants will be selected using the Yamane (1967) sample size formula as indicated below:

n=   N

        1 + Ne²

Where:

n= Sample Size

N=Target population (1928)

E=Error Term =0.05

n=   1928   =**331**

        1+1928 (0.05)²

Based on previous research (Barnes, Christensen & Stillman, 2013; Alsayed, Motaghi & Osman, 2012), the sample of the study was selected through a convenience and stratified sampling method and it included employees from different cadres. This is because of

their differing characteristic and the need to include more participants who can provide historical data for the study. In addition, this method is fast and inexpensive and due to time constraints is an easy method to use as the participants are readily available. The sample of the study was proportionately stratified as indicated in table 3.2.

Table 3.2: Sample Size of the Study

Category	AA	AC	Total
No. of participants	321 (97%)	10 (3%)	**331**

3.5 Data Collection

The study employed primary data collected from the employees, collected through administration of a structured questionnaire to the participants. The questionnaires were measured on a Likert scale of 1-5. The questionnaire had three sections, mainly consisting of close ended questions relevant to the study. Section A addressed bio data aspects; section B indicated questions on devolution and organizational change. While Section C contained questions on employee job satisfaction, their perception of change and how it affects employee satisfaction

3.6 Data Analysis

The data was analysed using IBM SPSS Statistics for Windows, to provide the descriptive statistics (measures of central tendency and measures of variations) and percentages on the key variables of the study interest. Data was presented in tables to enhance understanding and for ease of interpretation. An equation describing the type of relationship between the variables was obtained using regression analysis.

$$\gamma = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8$$

Where:

Y = Job Satisfaction; $\qquad$ α = Constant;

X_1 = Preparedness for change; $\qquad$ X_2 = Management and Leadership support;

X_4 = Communication; $\qquad$ X_5 = Change Implementaton;

X_6 = Rewards; $\qquad$ X_7 = Incresased momentum for Change;

X_8 = Institutionalization of Change; $\qquad$ β_i Coefficients.

3.7 Operationalization of Variables

This section provides the way in which the study variables were critically operationalized. The measurement criterion is given as in Table 3.4

Table 3.3: Operationalization of Study Variables

Variables	Sub variables	Indicators	Measurement	Supporting Literature
Organizational Change (Independent Variable)	Preparedness (Creating a Sense of Urgency)	Employee perception on: -necessity and urgency of change;	Nominal	Kotter (1995) Katsaros,Tsirikas & Bani (2014)
	Management & Leadership (Guiding Coalition)	Employee perception on: -the role of county change management team and;	Nominal	Kotter (1995)

		- involvement of the county leadership in the change process		
	Vision/Strategy	Employee perception on: -the clarity and understanding of the devolution vision -attainability of vision;		Kotter (1995)
	Communication	Employee perception on: -relay of information on devolution and addressing of concerns -their involvement in the change process;	Nominal	Kotter (1995)
	Implementation (Empower broad-based Action)	Employee perception on: -their capacity to perform new roles and; -the	Nominal	Kotter (1995)

		implementation program for devolution		
	Rewards (Create short term wins)	Employee perception on: -feedback and rewards for successful implementation of change.	Nominal	Kotter (1995)
	Increased momentum for change (Consolidate gains & Produce more change)	Employees' perception on: -Management's ability to maintain the change momentum	Nominal	Kotter (1995)
	Institutionalization of change	Employees' perception on: -the compatibility of the change with county culture and; -success of devolution	Nominal	Kotter (1995)
Job Satisfaction (Dependent Variable)	Job Satisfaction	-general working conditions; -their relationship	Nominal	Herzberg, Mausner & Snyderman (1959)

		with supervisor; -remuneration; -relationship with co-workers; - job security; -workload and stress level; -opportunity for career advancement; -use of skills and abilities, and; - communication and decision making		Parvin & Kabir (2011) Warner (2001)

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This section presents an analysis of the data, results and discussion of findings. It highlights the analysis based on demographic characteristics, perception about change, job satisfaction and the effect of organizational change on job satisfaction.

4.2 Response Rate

A total of 331 respondents were surveyed and 307 questionnaires were completed and returned for analysis, representing a response rate of 92.7%. This rate was adequate and in line with Mugenda and Mugenda (2008) recommendations of 50% rate.

4.3 Demographic Characteristics

To promote quality of data collected, to ascertain participants' competency in responding to the questions and to ensure that the sample was representative of the target population, the participants' demographic characteristics were collected and analysed as follows:

4.3.1 Gender of the Respondents

Table 4.1: Participants' Gender Distribution

Gender	No. of Participants	Percentage
Male	164	53.4
Female	143	46.6
Total	**307**	**100.0**

Source: Researcher, (2018)

Table 4.1 indicates that the proportion of male participants was 164 (53.4%) and female was 143 (46.6). This illustrates that the gender distribution among devolved /seconded employees of the County Government of Kwale is almost the equal.

4.3.2 Respondents' Age Categories

The study endeavoured to establish the age categories of the respondents. The findings are shown in table 4.2.Table 4.2: Participants' Age Distribution

Age	No. of Participants	Percentage
15-20 years	0	0.0
21-30 years	60	19.5
31-40 years	132	43.0
41-50 years	67	21.8
Above 50 years	48	15.7
Total	**307**	**100.0**

Source: Researcher, (2018)

Table 4.2 show that majority (132, 43.0%) of the employees, were between ages of 31-40 years, while 67 (21.8%) were between the ages of 41-50 years and 60 (19.5%) between the ages of 21-30 years. Only 48 (15.7%) were of above 50 years. None of the seconded

staff is below 20 years of age. This is an indication that majority of the seconded County Government of Kwale employees are relatively young (middle aged), between the ages of 31 – 40 years.

4.3.3 Participants' Education

The respondents were asked to record their highest levels of education and the findings are summarized in Table 4.3.

Table 4.3: Participants' Level of Education

Education Level	No. of Participants	Percentage
"O" Level	168	54.7
College Certificate	31	10.1
Diploma	37	12.1
Bachelor's Degree	54	17.6
Master's Degree	17	5.5
Total	**307**	**100.0**

Source: Researcher, (2018)

Table 4.3 indicates that 168 (54.7%) of the participants had low academic attainment given that they had 'O' level education. 68 (22.2%) had attained college certificate or diploma, and 71 (23.1%) had bachelor's or Master's degree.

4.3.4 Participants' Duration of Service

Table 4.4 study shows findings on respondents' length of service in government.

Table 4.4: Participants' Duration of Service

Duration	No. of Participants	Percentage
Less than 5 years	0	0.0
6 to 10 years	182	59.3
11 to 15 years	113	36.8
More than 15 years	12	3.9
Total	**307**	**100.0**

Source: Researcher, (2018)

Table 4.4 indicates that majority of the employees, 182 (59.3%), had a job experience of 6-10 years while 113 participants (36.8%) had a job experience of between 11 to 15 years and only 12 (3.9%) had over 15 years' experience. None of the participants had less than 5 years' experience, this indicates that since devolution of power to the County level of governance took place in 2013 (5 years ago) the entire respondent are from the target population.

4.3.5 Respondents' Terms of Service

The respondents were asked to indicate their terms of service, and findings are indicated in table 4.5.

Table 4.5: Participants' Term of Service

Terms of Service	Frequency	Percentage
Permanent	231	75.2
Contract	76	24.8
Total	**307**	**100.0**

Source: Researcher, (2018)

Table 4.5 exemplifies that majority of the employees, 231 (75.2%), were employed permanently while 76 (25%) were contractual employees.

4.3.6 Employees' Hierarchical Position

The study sought to establish the respondents' hierarchical positions in the County. The findings are shown in Table 4.6.

Table 4.6: Participants' Hierarchical Position

Hierarchical Position	Frequency	Percent
Employee/Non-supervisor	225	73.3
Middle Management/Supervisor	75	24.4
Executive/ Senior Management	7	2.3
Total	**307**	**100.0**

Source: Researcher, (2018)

Table 4.6 indicates that 225 (73.3%) were employees/non-supervisors, 75 (25%) were middle management/supervisor and only 7 (2%) were executive/senior management. This illustrates that majority of the targeted population are at the operational level of the County and that only 7 (2.3%) of the seconded staff are in the senior management level.

4.4 Perception about Organisational Change/Devolution

To establish the perception of employees about the change/devolution process at the County Government of Kwale, the questionnaire was designed with the guide of Kotter's 8 step change model. The respondents indicated their opinions on a list of statements for each step. This was on a Likert scale of 1 to 5 representing strongly disagree, disagree, neutral, agree and strongly agree. The statements were grouped into 8 variables (based on

Kotter's 8 steps) including creating a sense of urgency (setting a climate for change/preparation), Guiding team (management support for devolution/change & it's leadership), Vision/ Change Strategy development, Communication of the Vision (through employees' involvement and empowerment to implement the change-devolution), Implementation, Creation of short-term wins & rewards, Increased change momentum (Consolidate gains and produce more change) and finally Institutionalization (Making change stick). The mean scores of less than 1.5 represent strong disagreement with the statements, 1.5 to 2.5 represents disagreement with the statements, 2.5 to 3.5 represent indifference towards the statements, 3.5 to 4.5 represent agreement with the statement and the mean scores of above 4.5 represent strong agreement with the statements.

4.4.1 Creating a Sense of Urgency

The study sought to find out the opinion of the employees on their preparedness for devolution process since establishing a sense of urgency crucial in gaining the needed cooperation. Table 4.7 summarizes the results.

Table 4.7: Creating a Sense of Urgency

Statements	N	Mean	Std. Deviation
I feel devolution was necessary	307	3.97	0.81
I had a positive attitude towards the change before it was accomplished.	307	4.02	0.79
Average	**307**	**4.00**	**0.80**

(Source: Researcher, 2018)

Table 4.7 illustrates an average mean score of 4.00 (std. dev. = 0.80) for sense of urgency towards change, meaning that the employees agreed with the 2 statements. These results show that majority of the staff were positive and eager for devolution to take place.

4.4.2 Guiding Coalition

The study sought to establish the opinion of the employees on management's influence, support, guidance and leadership for devolution process.

Table 4.8: Perception towards the Change Leadership and Management Support

Statements	N	Mean	Std. Deviation
I was satisfied with the guidance of the County change management team during the transition.	307	3.03	1.29
I am pleased with the way the change is being handled.	307	3.20	1.19
I have confidence in the new management team	307	3.33	1.18
The County leadership was very much involved during the transition period/implementation of devolution.	307	3.85	0.87
Average	**307**	**3.35**	**1.13**

(Source: Researcher, 2018)

A mean average score of 3.35 (std. dev. = 1.13) was established for employees' perception towards the management's support and leadership for devolution. This implies

that the employees were indifferent regarding the ability and influence of the management team in guiding the transition process.

4.4.3 Development of a Vision/Change Strategy for Devolution

Table 4.9 summarizes the opinion of the employees on the vision and strategy for devolution in the county.

Table 4.9: Participants' Perception on the County's Change Vision

Statements	N	Mean	Std. Deviation
I know what to expect from the change process	307	3.75	.93
I am familiar, and I understand the vision and mission of devolution	307	4.45	.78
The County's vision and strategic goals seemed realistic.	307	4.26	.77
Average	**307**	**4.15**	**0.83**

(Source: Researcher, 2018)

An average mean score of 4.15 with a standard deviation of 0.83 was established, which implies that majority of the e understood and were in agreement and familiar with the County mission and vision of how it is going to implement devolution.

4.4.4: Communication of the Change Vision

Table 4.10 illustrates the opinion of the employees on the communication of the change vision in the county.

Table 4.10: Communication of the Change Vision

Statements	N	Mean	Std. Deviation
I feel I have been included in the change process	307	2.11	.798
I received enough information the before the change occurred.	307	2.30	.898
The leaders and consultants adequately addressed my questions and concerns.	307	1.71	.762
Average	**307**	**2.04**	**.82**

(Source: Researcher, 2018)

The finding illustrates 2.04 an average mean score with a standard deviation of 0.82. This shows that most of the seconded employees disagree with statements on communication and employee involvement in the change initiative. They felt that the County's devolution vision was not adequately communicated to them and that they were also not adequately involved in the change process.

4.4.5 Empower Broad-Based Action

Table 4.11 establishes the opinion of the employees on employees' empowerment to implement devolution/change and the County's implementation plan.

Table 4.11: Empower Broad-Based Action

Statements	N	Mean	Std. Deviation
I have received adequate training and other necessary resources to perform my new roles.	307	3.05	1.33
I am satisfied with the effects of devolution on my work and it is (devolution) acceptable to me.	307	2.69	1.33
Average	**307**	**2.87**	**1.33**

(Source: Researcher, 2018)

An average means score of 2.87 (std. dev. =1.33) was established, which indicates that the respondents were indifferent with regards to the empowerment of employees to implement the change and County's implementation plan.

4.4.6 Create Short-Term Wins.

The study sought to establish the opinion of the employees on implementation feedback and rewards on achievements. The results were summarized using mean and standard deviation as shown in Table 4.12.

Table 4.12: Create Short-Term Wins

Statement	N	Mean	Std. Deviation
During implementation process, I received constant feedback on quick wins and rewards.	307	1.95	.90

An average mean score of 1.95 was established, showing that majority of the workers were not agreeing with the statement. This implies that majority of the seconded County Government of Kwale employees did not receive constant feedback on the change implementation and were not rewarded for their positive contributions and achievements.

4.4.7 Consolidate Gains and Produce more Change

Table 4.13 establishes the opinion of the employees on implementation of more change to gain momentum and enhance achievements and success.

Table 4.13: Consolidate Gains and Produce more Change

	N	Mean	Std. Deviation
The County leadership has maintained the momentum for change.	307	3.05	1.32
I am satisfied with the effects of devolution on my work and it is (devolution) acceptable to me.	307	3.36	1.32
Average	**307**	**3.21**	**1.32**

(Source: Researcher, 2018)

An average mean score of 3.21 and standard deviations of 1.32 was established, showing that majority of the employees were indifferent with the mater. Implying that they had varied opinions on whether the County leadership maintained the change momentum and whether the benefits of devolution were evident enough.

4.4.8 Institutionalization of Change into Culture

Table 4.14 summarizes an illustration of the opinion of the employees on institutionalization of devolution into the County Government of Kwale's culture.

Table 4.14: Institutionalization of Change

Statements	N	Mean	Std. Deviation
I feel like devolution has been successful so far in the County.	307	3.83	.946
I believe the change fits well with the overall department/county culture.	307	3.26	1.220
Average	**307**	**3.55**	**1.08**

(Source: Researcher, 2018)

A mean average score of 3.55 (std. dev. = 1.08) was established, for institutionalization of devolution into the County Government of Kwale's culture indicating that the employees were in agreement with the statements. This implies that the County Government of Kwale had managed to incorporate change into its culture.

4.5 Job Satisfaction

To establish the perception of employees about their satisfaction with their job at the County Government of Kwale, the following categorization of job satisfaction elements and statement were used and analysed as follows:

4.5.1 General Working Conditions

Table 4.15 summarizes findings of the opinion of the employees on their satisfaction with the general working conditions at the County.

Table 4.15: General Working Conditions

Statements	N	Mean	Std. Deviation
I am happy with my job at the County	307	2.93	1.244
I am satisfied with the working environment & the physical working conditions of the county.	307	2.50	.880
I have the tools and resources I need to do my job.	307	3.43	1.222
Average	**307**	**2.95**	**1.12**

(Source: Researcher, 2018)

An average mean score of 2.95 (standard deviation = 1.12) was established, indicating an indifferent attitude by a majority of the employees towards about the working conditions statements. This implies that the employees had varied perceptions with regard to the general working conditions at the County Government of Kwale.

4.5.2 Relationship with Supervisor

Table 4.16 highlights and summarizes findings of the employees' opinion on their satisfaction with the relationship they have with their supervisors.

Table 4.16: Relationship with Supervisor

Statements	N	Mean	Std. Deviation
There is effective, supportive and non-intrusive supervision at the County.	307	3.31	1.18
I have confidence with the County leaders as positive role models.	307	3.48	1.22
My supervisor delegates work to team members and provides guidance.	307	3.80	0.92
Average	**307**	**3.53**	**1.11**

(Source: Researcher, 2018)

An average mean score of 3.53 (standard deviation = 1.11) was established for relationship with supervisor, meaning that the employees agreed with the various statements. This implies that majority of the seconded employees at the County Government of Kwale are in good relationships with their supervisors.

4.5.3 Remuneration

It was also an aimed of the study to establishing the opinion of the employees on their satisfaction with the remuneration they receive from the County Government of Kwale. The results were as follows:

Table 4.17: Remuneration

Statements	N	Mean	Std. Deviation
Employees get appreciation/recognition/rewards for outstanding achievement.	307	2.13	1.066
I am satisfied with the existing salary structure of the County & I think it matches our responsibilities.	307	3.06	1.316
I am satisfied with the County's promotion policy	307	3.00	1.268
Average	**307**	**2.73**	**1.22**

(Source: Researcher, 2018)

The table indicates a mean average score of 2.73 (standard deviation = 1.22) for remuneration, meaning that the employees were indifferent with the various statements. This indicates that majority of the employees are neither very happy nor too unhappy with their remuneration.

4.5.4 Relationship with Co-workers

Table 4.18 highlights findings on the opinion of the employees on their satisfaction with the relationship they have with their co-workers.

Table 4.18: Relationship with Co-workers

Statements	N	Mean	Std. Deviation
I am satisfied with the work relationships we share with my colleagues.	307	4.09	.80
I always extend a helping hand to my colleagues when they have more tasks than they can handle	307	4.12	.80
Average	**307**	**4.11**	**.80**

(Source: Researcher, 2018)

The table 4.18 indicates an average mean score of 4.11 (standard deviation = 0.80) for relationship with co-workers, implying that the employees were in agreement with the various statements. This shows that workers in the County Government of Kwale enjoy good working relationships with each other.

4.5.5 Job Security

Table 4.19 indicates results for employees' opinion on their satisfaction with job security at the County Government of Kwale.

Table 4.19: Job Security

Statements	N	Mean	Std. Deviation
I am certain about my job security at the County	307	4.36	.769
The County has a low rate of staff turn-over.	307	3.48	1.292
Average	**307**	**3.92**	**1.03**

(Source: Researcher, 2018)

The study established that the employees feel secure about their job and the rate of labour turn-over is low at the County Government of Kwale, evidenced by the average mean score of 3.92 (standard deviation = 1.03) for job security, implying their agreement with the statement.

4.5.6 Workload and Stress Level

Table 4.20 establishes and summarizes opinions of the employees on their satisfaction with the workload and stress level at the County.

Table 4.20: Workload and Stress Level

Statements	N	Mean	Std. Deviation
I am comfortable with my workload and responsibilities.	307	3.77	.96
I am happy with the County's work-life balance offer	307	4.37	.84
I rarely feel stressed at and about my work.	307	4.21	.81
Average	**307**	**4.11**	**0.87**

(Source: Researcher, 2018)

The average mean score of 4.11 (standard deviation = 0.87), indicate their agreements with the various statements. This implies that the workload in the County is reasonably manageable and not stressful.

4.5.7 Opportunity for Career Advancement

The study further investigated the opinion of the employees on their satisfaction with the opportunity for career advancement at County Government of Kwale. Table 4.21 illustrates the findings.

Table 4.21: Opportunity for Career Advancement

Statements	N	Mean	Std. Deviation
The County supports my career growth and professional development.	307	2.07	.91
There are training and development opportunities at the County.	307	3.48	1.20
Average	**307**	**2.77**	**1.05**

(Source: Researcher 2018)

An average mean of 2.77 (standard deviation = 1.05) for opportunity for career advancement, meaning that the employees were indifferent with the various statements. This means that there are minimal opportunities for career advancement at the County.

4.5.8 Use of Skills and Abilities

The study went ahead to investigate the opinion of the employees on their satisfaction with the use of skills and abilities at the County. Table 4.22 summarizes the findings.

Table 4.22: Use of Skills and Abilities

Statements	N	Mean	Std. Deviation
I feel underutilized in my job.	307	3.33	1.27
The amount of work expected of me is reasonable.	307	3.50	1.30
Average	**307**	**3.41**	**1.28**

The results in Table 4.22 indicate responses of employees to statements assessing their satisfaction with the. The table indicates a mean average score of 3.41 (std. dev. = 1.28) for use of skills & abilities, meaning that the employees were indifferent with the various statements. This implies that the employees had varied perceptions regarding the use of employee's skills and abilities at the County Government of Kwale.

4.5.9 Communication and Decision Making

Table 4.23 highlights opinion of the employees on their satisfaction with communication and their involvement in decision making at the County Government of Kwale.

Table 4.23: Communication and Decision Making

Statements	N	Mean	Std. Deviation
I have autonomy at work (I can make independent decisions)	307	2.66	1.319
Management involves employees in decision making.	307	3.31	1.369
There is good two-way communication between managers to employees	307	2.68	1.317
Average	**307**	**2.88**	**1.34**

(Source: Researcher, 2018)

The average mean score of 2.88 (standard deviation = 1.34) for communication and decision-making symbolises employees indifferent with the various statements. This

means that communication and employee involvement in decision making at the County Government of Kwale is almost average.

4.6 Effect of Organizational Change (Devolution) on Job Satisfaction

This section sought to establish the relationship between the main variables of the study. The researcher performed bivariable analysis with the help of correlation test at a significance level of $p<0.05$ in order to establish the level of significance and the nature of association between the variables. The correlation matrix in Table 4.24 indicates that all the independent variables had significant positive correlations with job satisfaction except communication (r=0.074; p=0.098) and rewards (r=0.042; p=0.234).

Table 4.24: Bivariate Correlation Matrix

	Job Satisfaction		
	N	Pearson's Correlation	Sig. (2-tailed)
Preparedness	307	.132	.010
Management and Leadership	307	.295	.000
Vision/Strategy	307	.238	.000
Communication	307	.074	.098
Implementation	307	.638	.000
Rewards	307	.042	.234
Increased Momentum for Change	307	.611	.000
Institutionalization of Change	307	.414	.000

(Source: Researcher 2018)

Furthermore, the independent variables were included in the multivariable regression analysis to ascertain the extent to which employee preparedness for change, management

support and leadership, vision/strategy for change, communication, implementation, rewards, increased momentum for change and institutionalization of change predicted job satisfaction at the County Government of Kwale.

Table 4.25: Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865[a]	.748	.741	.15733

a. Predictors: (Constant), Institutionalization of Change, Rewards, Communication, Vision/Strategy, Management and Leadership, Preparedness, Increased Momentum for Change, Implementation

Table 4.25 indicates that the model predicts job performance with a high correlation of R = 0.865. In addition, the multivariate regression procedure yielded an R^2 of 0.748, indicating that almost 74.8% of the variance in job satisfaction was explained by the regression on organizational change factors, including; employee preparedness for change, management support and leadership, vision/strategy for change, communication, implementation, rewards, increased momentum for change and institutionalization of change.

To test the significance of the overall model in explaining the relationship between the study variables, ANOVA test was done at a significance level of 0.05 yielding results as shown in Table 4.26.

Table 4.26: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.878	8	2.735	110.486	.000[b]
Residual	7.376	298	.025		
Total	29.254	306			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Institutionalization of Change, Rewards, Communication, Vision/Strategy, Management and Leadership, Preparedness, Increased Momentum for Change, Implementation

Table 4.26 shows that the procedure yielded a significant value of p=0.000 ($p<0.05$) implying that the overall model was significant. The researcher further sought to determine the significance of the individual variables in predicting job satisfaction as shown in Table 4.27.

Table 4.27: Regression Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.956	.116		8.10	.000
Preparedness	.110	.016	.203	6.871	.000
Management and Leadership	.122	.016	.231	7.625	.000
Vision/Strategy	.132	.012	.322	10.880	.000
Communication	.077	.017	.133	4.549	.000
Implementation	.111	.009	.430	12.33	.000
Rewards	.006	.010	.018	.625	.532
Increased Momentum for Change	.136	.011	.415	12.363	.000
Institutionalization of Change	.039	.014	.093	2.758	.006

a. Dependent Variable: Job Satisfaction

(Source: Researcher 2018)

Table 4.27 indicate that almost all the coefficients of the independent variables were significant ($p<0.05$) (except X_6 =Rewards) implying that their inclusion in the regression model was justified. Therefore, given the significant coefficients of the predictor variables, job performance can be predicted using the following model:

$$Job\ Satisfacti = 0.956 + 0.110X_1 + 0.122X_2 + 0.132X_3 + 0.077X_4 + 0.111X_5 + 0.006X_6 + 0.136X_7 + 0.039X_8$$

Where:

X_1 = Preparedness; X_2 = Management and Leadership;

X_3 = Vision; X_4 = Communication;

X_5 = Implementaton; X_6 = Rewards

X_7 = Incresased momentum for Change; X_8 = Institutionalization of Change

Based on the regression coefficients, a one unit increase in employee preparedness for change would yield a 0.110 increase in job satisfaction, a one unit increase in management support and leadership would yield a 0.122 increase in job satisfaction, a one unit increase in vision/strategy for change would yield 0.132 increase in job satisfaction, a one unit increase in communication would yield 0.077 increase in job satisfaction, a one unit increase in implementation would yield 0.111 increase in job satisfaction, a one unit increase in increased momentum for change would yield 0.136 increase in job satisfaction and a one unit increase in institutionalization of change, would yield a 0.039 increase in job satisfaction. This implies that, by improving the various factors of organisational change, job satisfaction among employees at the County Government of Kwale would also increase.

4.7: Discussion of Findings

This section focuses on the major findings in comparison to other similar studies or literature done before.

This study sought to explore the effect of employee perception of organizational change on job satisfaction. Employee perception of organizational change was divided into 8 variables including creating a sense of urgency (setting a climate for change/preparation), Guiding team (management support for devolution/change & it's leadership), Vision/ Change Strategy development, Communication of the Vision (employees' involvement and empowerment to implement the change- devolution), Implementation, Creation of

short-term wins & rewards, Increased change momentum (Consolidate gains and produce more change) and finally Institutionalization (Making change stick). The findings indicated that all the variables had significant association with job satisfaction except creation of short-term wins & rewards.

The findings of this study are consistent with the findings by Izuchukwu et al. (2014) who looked at perception of employees on change in the Nigeria banking industry. Izuchukwu et al. (2014) findings indicated substantial association between individuals' view of change success and the personal job outcome variables. This is like the findings of this study which showed that Institutionalization of change had a significant positive correlation with job satisfaction.

The findings of this study are also consistent with the findings of Nyantika et al. (2015) who did a study in Nakuru County Government on effect of selected motivational factors on the job satisfaction of devolved government employees. The study's findings indicated that supervision and communication had significant association with job satisfaction. This is similar to the findings of this study which showed that management/leadership and communication had a significant positive correlation with job satisfaction.

The findings of this study are also consistent with the findings by Oyugi (2015) who did a study on possible influence of devolution on motivation and job satisfaction of healthcare workers (HCWs) in Kenya. The conclusion of the study was that a well-coordinated

leadership, good supervision and proper power play are significant tools that will influence the attainment of the healthcare system objectives under devolution. In addition, Marangu (2012) in his study on employees' perception to change concluded that, change management practices have impacted positively to the performance and job satisfaction of Kenya Power and the employees perceive it to be successful. This is in line with this study's findings which showed that management/leadership had a significant positive correlation with job satisfaction.

The findings of this study are, however, different to the findings of Izuchukwu et al. (2014), Nyantika et al. (2015), Oyugi (2015) and Marangu (2012), to the extent that this study established significant associations between job satisfaction and other factors which were not considered by the previous studies. These factors include creating a sense of urgency (setting a climate for change/preparation), Vision/ Change Strategy development, Implementation, and Increased change momentum (Consolidate gains and produce more change).

However, this study is in contrary to the opinion of Werner (2001), who opined that job satisfaction has several facets in which include the salary which is paid to people. Results in this study have shown that the respondents' attitude towards both remuneration and rewards was indifference. In fact, rewards were found to be insignificant in this study. Lastly, the employees' disagreement or indifference to some job satisfaction factors (motivator factors) such as opportunity for career advancement, general working

conditions, rewards and recognition etc, signifies their low satisfaction levels with their jobs at the County Government. These findings concur with the study done by Nyatinka (2006) in which he recommended that the government needs to improve motivational factors to achieve the new system of devolve governance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND

RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the study and conclusions. Recommendations based on the findings, and suggestions for further research are also made.

5.2 Summary of Findings

The objective of this study was to explore the effect of employee perception of organizational change (devolution) on job satisfaction at the County Government of Kwale. On employee perception of organizational change, the questionnaire statements were grouped into 8 variables based on Kotter's 8 step change Model. The results indicated negative perception among employees at Kwale County on communication of the change vision and creation of short-term wins and rewards. This implies that the change vision was not well communicated and that the change process did not generate immediate benefits to the employees. In addition, the employees were indifferent towards management support for devolution/change and its leadership, employees' empowerment to implement the change/devolution, and increased change momentum. This implies that the employees had varied opinions regarding management and implementation of the change process. However, the employees showed positive perception on creating a sense of urgency, change vision/strategy development, and institutionalization of change. This

implies that the employees were prepared for devolution, they understood the vision of devolution and that devolution had been made part of the culture in the county.

To investigate the perception of employees about their satisfaction with their jobs after devolution at the organisation, the participants were asked to indicate their opinion on a list of statements grouped into 9 indicators of job satisfaction. The results indicated that the participants were indifferent towards statements on general working conditions, remuneration, opportunity for career advancement, use of skills and abilities, and communication and decision making. This implies that the employees of the County Government of Kwale had varied perceptions with regard to the above-mentioned indicators of job satisfaction. On the other hand, participants were in agreement with the statements on relationship with supervisor, relationship with co-workers, job security, and workload and stress level. These results signify that majority of the seconded employees at the County Government of Kwale are in good relationships with their supervisors and co-workers, feel secure about their job and that the workload in the County is reasonably manageable and not stressful.

Finally, the study sought to establish the effect of organizational change (devolution) on job satisfaction among employees at County Government of Kwale. The results of correlation test indicated that all the organizational change factors had significant positive correlations with job satisfaction except communication and rewards. In addition, the results of multivariate regression indicated that almost 74.8% of the variance in job

satisfaction was explained by the regression on organizational change factors, including; employee preparedness for change, management support and leadership, vision/strategy for change, communication, implementation, rewards, increased momentum for change and institutionalization of change. The key finding of the study therefore is that there is a positive relationship between employee perception of organizational change and job satisfaction.

5.3 Conclusions

The study concludes that the variance in job satisfaction among employees at the County Government of Kwale was explained by the regression on employee preparedness for change, management support and leadership, vision/strategy for change, communication, implementation, increased momentum for change and institutionalization of change. Therefore, an improvement in employee preparedness for change, management support and leadership, vision/strategy for change, communication, implementation, increased momentum for change and institutionalization of change would lead to an increase in job satisfaction. Therefore, this study finds that there is a positive relationship between employees' perception to organizational change and job satisfaction.

5.4 Recommendations

The study has established that the County Government of Kwale employees are not entirely satisfied with their jobs at the County and this dissatisfaction has a strong relationship with how the perceived devolution and the changes brought the County's

implementation of the devolution strategy. It was evident that the employees were indifferent and not fully satisfied with their general working conditions, remuneration package, opportunity for career advancement, the county's use of their skills and abilities, its communication strategy and their involvement in decision making. Therefore, this study recommends that the County management should come up with better policies on communication and employee involvement in decision making as well as better human resource management strategies for motivating, supervision, coaching, rewarding, delegating, promotion and training of both employees and managers so as to enhance employee job satisfaction, leading to a more committed workforce and better service delivery. This will also create a work environment congruent with the county's goals and objectives.

In view of these findings, this study recommends that management implementing organisational change/devolution at the counties must ensure that employees are adequately prepared for change, are represented in change committees and understand the vision/strategy of change in order to enhance positive perception and improve level of participation. In addition, change management team need to enhance communication, implementation, maintain momentum, and institutionalization of change. The study has also revealed the attitudes of the seconded employees towards devolution and the County government management team. With the understanding of the views and attitudes of the workers, the management is in a position to adapt the most efficient change management styles that correlates to worker's job satisfaction. This study therefore recommends a more inclusive, transparent and participatory approach in managing organizational change.

5.5 Limitations of the Study

First, this was a case study where the unit of analysis was one organization. Thus, the findings may not be 100% applicable to other organizations as there are no two organizations that are totally similar. Another limitation arose from the suspicion of the target respondents to provide the required information, fearing that it may be used against them by the management. The researcher overcame this by carrying with him a data collection form from the University which was used to assure the respondents that the information requested is mainly for the purposes of academics and it will be treated with high level of confidentiality.

5.6 Suggestions for Further Research

The study was conducted in the County Government of Kwale, similar studies should be replicated in other counties. In addition, the study focused on assessing effects of organisational change management on job satisfaction, more research needs to be done on the challenges which were encountered when implementing the change programmes especially in devolved Governments, as well assessments on employee job satisfaction after devolution.

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Appendix 1: Questionnaire

Dear respondent, I am conducting a research study on perceived effect of change (devolution) on job satisfaction among employees in county government of Kwale. The questionnaire items are about the study and you are kindly requested to participate in responding to the questions below. The information given will be treated as confidential and the results of the study will be used for academic research purposes only. Please answer below by ticking (√) accordingly.

SECTION A: DEMOGRAPHIC DATA

(*Fill in the blank spaces and tick once in the below given choices of all questions*).

1. What is your gender? Male ( )   Female ( )

2. What is your age in years? 19-29 ( )   30-40 ( )   41-50 ( )   More than 50 ( )

3. Highest level of education?
   O levels ( ) College Certificate   ( )   Diploma ( ) Degree ( ) Masters ( ) PHD ( )

4. How long have you worked in Kwale County government?
   Less than 1 year ( ) 2-3 years ( ) 4-5 years ( )

5. What is your job status?   Casual ( )   Contract   ( )   Permanent ( )

6. Had you worked in the former Kwale County Council/National Ministry?

   Yes ( )   No ( )

7. What is your hierarchical position?
   Employee/Non-supervisor ( )   Middle Management/Supervisor ( )
   Executive/Senior Management ( )   Others   (
)Specify………………………...

SECTION B: PERCEPTION ABOUT CHANGE (DEVOLUTION)

How will you rank the following statements about change/devolution (based on Dr. John Kotter's 8 step change model) in relation to Kwale County? (Please tick where applicable using the following scale).

Key: 1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5= Strongly agree

	Survey Question	1(SD)	2(D)	3(N)	4(A)	5(SA)
Create a sense of urgency						
1	I feel devolution was necessary					
2	I had a positive attitude towards the change before it was accomplished.					
Guiding Caolition						
3	I was satisfied with the guidance of the County change management team during the transition.					
4	I am pleased with the way the change is being handled.					
5	I have confidence in the new management team					
6	The County leadership was very much involved during the transition period/implementation of devolution.					
Develop a vision/strategy						

7	I know what to expect from the change process					
8	I am familiar and I understand the vision and mission of devolution					
9	The County's vision and strategic goals seemed realistic.					

Step 4: Communicate the Change Vision

11	I feel I have been included in the change process					
12	I received enough information the before the change occurred.					
13	The leaders and consultants adequately addressed my questions and concerns.					

Step 5: Empower Broad-Based Action

14	I have received adequate training and other necessary resources to perform my new roles.					
15	The County had an elaborate implementation program for devolution					

Step 6: Create Short-term Wins

16	During implementation process, I received constant feedback on quick wins.					

Step 7: Consolidate Gains & Produce more change

17	The County leadership has maintained the momentum for change.					
18	I am satisfied with the effects of devolution					

		1(SD)	2(D)	3(N)	4(A)	5(SA)
	on my work and it is (devolution) acceptable to me.					
Step 8: Institutionalize Change into Culture						
19	I feel like devolution has been successful so far in the County.					
20	I believe the change fits well with the overall department/county culture.					

SECTION C: JOB SATISFACTION

The following statements relate to job satisfaction at Kwale County government? Please indicate your level of acceptance.

Key: 1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5= Strongly agree

	Survey Question	1(SD)	2(D)	3(N)	4(A)	5(SA)
	a. General Working Conditions					
1	I am happy with my job at the County					
2	I am satisfied with the working environment & the physical working conditions of the county.					
3	I have the tools and resources I need to do my job.					
	b. Relationship with Supervisor					
4	There is effective, supportive and non-intrusive supervision at the County.					
5	I have confidence with the County leaders as positive role models.					
6	My supervisor delegates work to team members and					

	provides guidance.					
	c. Remuneration					
7	Employees get appreciation/recognition/rewards for outstanding achievement.					
8	I am satisfied with the existing salary structure of the County & I think it matches our responsibilities.					
9	I am satisfied with the County's promotion policy					
	d. Relationship with Co-workers					
10	I am satisfied with the work relationships we share with my colleagues.					
11	I always extend a helping hand to my colleagues when they have more tasks than they can handle					
	e. Job Security					
12	I am certain about my job security at the County					
13	The County has a low rate of staff turnover.					
	f. Workload & Stress Level					
14	I am comfortable with my workload and responsibilities.					
15	I am happy with the County's work-life balance offer					
16	I rarely feel stressed at and about my work.					
	g. Opportunity for Career Advancement					
17	The County supports my career growth and professional development.					

18	There are training and development opportunities at the County.					
	h. Use of Skills and Abilities					
19	I feel underutilized in my job.					
20	The amount of work expected of me is reasonable.					
	i. Communication & Decision /making					
20	I have autonomy at work (I can make independent decisions)					
21	Management involves employees in decision making.					
22	There is good two-way communication between managers to employees					

Any other comment relating to employee job satisfaction at the County?...
....
....
....

Thank you