

**THE INFLUENCE OF JOB SATISFACTION ON EMPLOYEE
PERFORMANCE IN KISUMU COUNTY, KENYA**

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DECLARATION

This Research Project is my original work and has not been presented for a degree in any other University.

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DEDICATION

This research project is dedicated to my beloved Parents Derek Obura and Sophie Onyuna together with my siblings Catherine and Joab, who in the meticulous preparation of this research project went through milestones to provide support both financially and immaterially that in turn contributed to the success of this research project. Moreover, I also give thanks to my fiancée Susan Violet for the unwavering support she provided.

I also give thanks to my Uncle Paul Obura for the support he gave in ensuring this project was not just successful but also done well.

Special dedication goes to my grandmother mama Ruth and the late William Obura

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Lastly, I dedicate this research to the entire University of Nairobi who made her resources available for use and thereby allowing the success of this work.

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ABSTRACT

Performance of the public sector in contrast to that of the private sector and the ability to bridge that gap is an emerging trend in the business environment that has been effectuated by the evolution of employee performance, management styles and leadership styles. It has been identified and mentioned by most scholars that employees or as referred by others human capital is as a key success factor by many first tier organization and developed government systems. The objective of this study was to determine the influence of job satisfaction on employee performance in Kisumu County Government. The target population of this study was 3,282 employees of Kisumu County Government of which a 10% was taken to come up with an appropriate sample size of 345 employees spread across 10 departments. This study used descriptive research design; stratified random sampling was used to ensure that all vital information was captured. Descriptive Statistics such as mean, standard deviation and percentages were used to summarize the collected data. The study found that job satisfaction affects the performance of employees at the Kisumu County Government. Besides, the findings were that one unit increase in job satisfaction results in 0.212 increase in employee performance. The study concludes that organizations should always embrace a promotion policy that the employees feel is fair and trustworthy. The study also concludes the county government should address the issue of rewards and benefits since this could be key with regard to the morale and performance of the employees. The study recommends that county government should embrace technology where the employees can easily access ranking for promotional opportunities with clear guidelines on who should be promoted and the criterion used. The county government should formulate strategies that will lead to increased rewards and benefits to employees. The satisfied employees will work better and also retain the skilled workforce at the county government.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction is increasingly becoming a fundamental concept in every successful organization, particularly those that are or desire to become top-tier organizations. This is because it emphasizes the centrality of employees' satisfaction and its influence on the performance of employees at the workplace and therefore, the overall organizational performance. Hitt, Bierman, Shimizu, and Kochhar (2001), further suggest that firms retain their competitive advantage through their human capital, which is an organizations' lifeblood. According to Kulkarni and Chiniwar (2009), Hawthorne Studies by Elton Mayo was among the first studies that enlightened the business field about the different perceptions of how organizations should manage their employees. The earlier assumption that only wages, salaries or both merely motivate employees no longer hold any water in organizational management discourse. It is now generally held that various other intrinsic aspects must be taken into account. These concepts continue to inform ongoing changes in the workplace as employees also seek more and more concessions from their employers.

One of the biggest debates and an emerging issue in management in recent times is the introduction of the best human resource management practices (HRPs) in the public sector across many state jurisdictions. However, the benefits of these practices and other related concepts, such as job satisfaction have been enjoyed by the private sector for a long time now. Ahmet et al. (2010), state that the overall efficiency and effectiveness of an organization is directly related to employee's commitment and loyalty, which are the result of proper management of employee's job satisfaction. For example, Alsemeri (2016), states that employee job satisfaction and employee commitment are significant issues in Saudi Arabia that influence the overall performance of the public sector. Yangzom and Deki (2015), further indicate that the public sector is key to development of a country, and therefore, employees play a pivotal role in ensuring that development processes are not only managed effectively but also efficiently. The preceding imply the relevance to, applicability and importance of these people-based concepts in the public sector.

This research study is anchored on three main theories. Kim (2004), states that one of the theories and that which is of great use when it comes to job satisfaction and related concepts is Herzberg's Two Factor Theory. The theory provides a basis for identifying hygienic and motivational factors that influence job satisfaction. The second theory that provides an important framework for this study is Maslow's Need Hierarchy Theory of motivation. According to Luthans (2005), Need Hierarchy theory of motivation explains how employees satisfy their needs at different levels and how that influences how they are motivated. According to Wehrich and Koontz (1999), the third is the Expectancy Theory of motivation that provides an understanding of why employees pursue different levels of satisfaction.

Despite the high level of knowledge and skill that Kenyan employees possess and have continued to accumulate since independence, the country continues to be plagued by poor performance in its public sector at all levels. For instance, according to Osborne (2010), the police force is facing challenges in regards to performance, but there has been little attention academically to point to the issue. Furthermore, According to 4th Annual Devolution Conference (2017), County governments experience these similar performance challenges and do not have the capacity to manage the county resources properly. This is evident by the reported County's high level of employee turnover, corruption, and theft of County government property. While this is often assumed to be because the government has not been able to offer competitive compensation. It is, however, increasingly becoming clear that other people-based factors beyond salaries and wages are also actively in play. This, therefore, calls for intensive research to help leadership and management understand the contribution to this scenario of job satisfaction, among other factors.

1.1.1 Job satisfaction

Moyes, Shao, and Newsome (2008), state that the growing interest in job satisfaction has brought about differences in its various definitions. Spector (1997), states that employee job satisfaction refers to the degree to which an employee is happy or glad about their roles at the workplace. Spector (1997), further defines job satisfaction as those feelings exhibited by employees in a work environment. The different definitions, however, have a common denominator, that is job satisfaction is the level and nature of an emotional response (es) that an employee has towards the job they are in. Allen and Wilburn (2002) opine that employee productivity and absenteeism, among others, are influenced by job satisfaction. Therefore behaviours such as absenteeism and productivity, among others, reflect the degree to which an employee is satisfied with their jobs.

Weiss and Cropanzano (1996), refer to the relationship that exists between employee job satisfaction and employee job performance as Holy Grail. Employees perform their jobs at their optimum potential only when they experience satisfaction and are satisfied in their workplace. On the other hand, when they are in any way dissatisfied, they take advantage of the organizations they work for to meet their satisfaction (Fife, 1992).

Arnold et al (1998), state that job satisfaction is essential mainly because of the presumption that job satisfaction and happiness in the workplace improves the level of motivation and in turn, leads to improved job performance in employee. Secondly, it provides managers with the ability to evaluate employees' general state as a snapshot or over any given period. There has been an increase in researches done and knowledge gathered on job satisfaction (Arnold and Feldman, 1986). This increased interest stems from the impact of the proportional relationship it has with employee productivity, employee turnover, absenteeism, and unionism. Consequently, managers have shifted their attention to acquiring knowledge that ensures that they gain more understanding of pathways to better management of job satisfaction. Job satisfaction, therefore, is a critical success factor since it is also a driver of retention (Murray, 1999).

1.1.2 Employee Performance

Armstrong and Baron (2006), define employee performance as an outcome emanating from activities carried out by an employee to enable the achievement of organization goals. Herbert, John, and Lee (2000), further define employee performance as actions, behaviours, outcomes that contribute to the achievement of organizational goals. Similarly, employee performance, according to Gibson (2012), is a test of employee morale and most importantly, the effective and efficient achievement of set targets. Tarantino (2005), argues that even though most employers and managers say that employees are the most critical organizational asset, they still fall short in terms of giving recognition to their employees. Often in measuring effectiveness, productivity, and efficiency with regards to both individual employee performance and the overall performance of the organization, performance management process is often used. Nassazi 2013, states that performance management could focus on employee performance and it comprise of tasks that enables the effective and efficient achievement of organizational goals and objectives

In addition to the above, it is essential to point out that individual employee performance has to be managed to ensure their congruency with the overall organizational goals and objectives. Further, for employee performance to be measured effectively, such measurement can only be carried out

against a set of organizational standards (Kenney et al. 1992). Therefore, according to Zaharie and Osoian (2013), employees are a source of competitive advantage to an organization whose focus and investment is in developing the employees' skills at the workplace. The ability to quantify (measure) employees' performance and ability to develop it are key factors influencing both organizational success and its competitive advantage (Ployhart et al., 2006). Additionally, Ahuja (1992), suggest that there are several measures a researcher would use in measuring the performance of employees, which include efficiency, effectiveness, and quality, to mention a few. Armstrong (2000), further adds that employee performance is often viewed as an outcome, but it could also be looked at from a different perspective where it is considered as a behaviour. Therefore, performance is a combination of both what people achieve as results and also how they achieve those results (Armstrong, 2006)

1.1.3 Kisumu County Government

The researcher's scope of study is Kisumu County Government. The focus of the research is the influence of job satisfaction on employee performance in Kisumu County Government. Kisumu County is one of the 47 devolved government units in the Republic of Kenya created in 2013 following the promulgation of The Kenya Constitution 2010 and established under an act of parliament; County Government Act 2012. Kisumu County lies in the Lake Victoria basin in the western part of the country, right in the middle of the region of the country formally known as Nyanza province. It consists of 7 sub-counties (formerly districts): Kisumu East, Kisumu West, Kisumu Central, Muhoroni, Nyakach, and Seme. Kisumu county government's stated vision is "to be a prosperous and dynamic county that is a harbour of excellence" while its mission is "to transform the livelihood of the people of Kisumu County on a foundation of integrity through accountable, efficient and effective leadership that invokes participation and pursuit of quality services, for a prosperous county" (County Integrated Development Plan, 2013-2017).

Kisumu County government like other counties in Kenya is made up of a county executive and a county assembly as per the constitution of Kenya. The highest organ is the executive committee which comprises of the governor and county executive members whereas the county assembly is a legislative arm of the government. Kisumu County Government is faced with several challenges that affect its employees as revealed by the Comprehensive Human Resource audits of the County that helps in identifying the various issues related human resources. These audits are carried out yearly, such as the 2007 audit report that reveals the existence of employee-related matters as

overstaffing, ghost workers, illegal hiring which in turn affects the performance of the employees and the overall performance of the County government.

This research seeks to investigate the influence of job satisfaction on employee performance in Kisumu County Government.

1.2 Research Problem

Job satisfaction is a crucial concept and critical ingredient in every organization regardless of its size. Veluri (2015), states that job satisfaction is an indicator of the level of organizational performance. Organizational success, therefore, can be influenced by the degree to which its employees are happy with their jobs. Job satisfaction is consequently assumed to contribute to overall organizational efficiency, effectiveness, and success (Ahmet et al., 2010). Job satisfaction and motivation of employees is vital to any organization since happy and satisfied employees give their best and deliver more in terms of performance in their respective undertakings for the organization (Fassinaet al., (2008). Most successful organizations focus on achieving organizational set goals through putting a higher emphasis on job satisfaction, motivation and employee performance (Khan, 2005)

Balogun (2003), states that in an effort to improve the overall performance of a countries public sector, implementation of best human resource practices (HRPs) is given more emphasis. In order to improve performance, County governments such as Kisumu County have been having continuous changes in strategies, policies and regulations such as County Integrated Development Plan (CIDP). However, Kisumu County now no less than before remain faced with corruption, misappropriation of fund, poor employee performance and low employee morale among others. This study seeks to determine the influence of job satisfaction on employee performance in Kisumu County.

Segawa (2014), in his study on factors influencing employee job satisfaction and its impact on performance within Kenyan organizations with a specific focus on Unilever, found that intrinsic factors had a strong influence on job satisfaction of workers. However, this study, which notably also used a descriptive research design, does not reveal the accurate picture that exists in the public sector since it was done in the context of Unilever-Kenya which is a private organization. These gaps justify this research since its scope covers the public sector, and it will also empirically determine the relationship between job satisfaction and employee performance.

Similarly, Odembo (2013), focused her research on identifying the factors that affect employee job satisfaction at Airtel-Kenya. The Researcher's work was limited to job satisfaction only and did not show the link between job satisfaction and performance, a gap this research seeks to fill. This objective of this research, however, is to identify the relationship between job satisfaction and employee performance.

Further, Ogendo (2016), focussed on identifying factors affecting employee performance in Kisumu County. In his findings, he states that motivation greatly influences employee performance; he also adds that job satisfaction is crucial and that training enhances employee performance. However, the study fails to bring out the link between job satisfaction and employee performance, whereas the current study seeks to identify the link that exists between employee job satisfaction and employee performance. Nanzushi (2015), states in his study on the effect workplace environment has on employee performance in mobile telecommunication firms, found that some of the environmental factors that affected employee performance comprised of training, reward, leadership and development. However, this study did not focus on specific concepts such as job satisfaction it does not also empirically determine the influence of job satisfaction on employee performance, a gap that this research seeks to fill by conducting an empirical study that would identify the relationship that exists between employee job satisfaction and performance of employee.

To address the above-identified knowledge gaps, this research was expected to answer the following research question. "What is the influence of job satisfaction on employee performance in Kisumu County government?"

1.3 Research Objective

The objective of this study was to determine the influence of job satisfaction on employee performance in Kisumu County Government.

1.4 Value of the Study

The significance of a research study mainly focused on the stakeholders of the research: those who are concerned or would benefit directly or indirectly from the research study. According to Lundgren et al. (1994), stakeholders refer to "people, groups or organization that have a claim to both the research organizations' and individual researcher's attention, resources, output or are affected by that output of the research.

One must recognize that different groups have different perspectives and concerns about the outcome of a research program (Lundgren et al. 1994). It is important to note that most research studies that have been done on job satisfaction with regards to the public sector are done for developed countries, there are few or no research on job satisfaction whose scope is on developing countries with a devolved government system. This creates the need for this study. The research would mainly be beneficial to the county government of Kisumu and the country since it sought to provide information on whether employee Job satisfaction in county government is a crucial success factor in improving employee performance and thereby improving the overall county government performance.

This research also sought to benefit HR practitioners who would gain from the knowledge and new information that this research provided, it aims to create a platform through which these practitioners are able to criticize and also add more theories and insight to the study thus generating additional knowledge in relation to the concepts it seeks to ventilate further. An organization is as good as its management or its leadership and therefore this research provides knowledge that would benefit the County Government's leadership, other county governments and also the entire nation's leaders by giving insight on the relationship between Job satisfaction and the performance of employees in the Public Sector. Because of fundamental similarities across regional governments, this study may be found to be relevant in neighbouring counties too.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the study sought to position itself within the ongoing discourse on the concepts of job satisfaction and employee performance. First, this research gives critical insights into the existing literature on the broad subject of job satisfaction as well as theories that relate to the same. Besides, it delves into the earlier studies and findings collected from primary and secondary sources that allow for the identification of gaps in knowledge that have been pointed out (Strehler, 2008).

2.2 Theoretical Foundation

It presents the theories of Job satisfaction and theories on employee performance to give an in-depth understanding.

2.2.1 Two Factor Theory of Motivation

Two-factor theory by Herzberg (1959) theorized that there are two types of factors that influence an employees' satisfaction, which is hygienic and motivational factors. It is perhaps the most beneficial model that gives better insight into job satisfaction (Kim, 2004). Job satisfaction and motivation are conceivable regarded as key sources of competitiveness in most organizations. Consequently, many employers and managers are in the lookout for solutions to the issues that relate to employee satisfaction owing to its influence on organizational delivery (Luthans, 2011). Luthans further adds that motivation consists of three aspects; the need, the drive, and the incentive. It is critical that these concepts are well understood before seeking to motivate employees.

According to Akah (2010), Hertzberg two factor theory presents an important notion that is often used to bring out two different perspectives of how either motivational or hygienic factors influence employee satisfaction. Hertzberg conducted a study on 200 employees, consisting of accountants and engineers in which he used the critical incident method to collect his data for the research (Hamood, 2013). After the study, he concluded that there are two factors influencing satisfaction of employees: those factors that are related to the job content gave satisfaction to the employees, and he called them motivational factors whereas those that related to the job context brought about the dissatisfaction, and he identified them as hygienic factors (Gruneberg, 1979).

Hertzberg theory is critical because it broadened understanding of factors affecting performance, since before most employers and managers focused only on hygienic factors such as working condition and fringe benefits. Hertzberg was the first to identify that hygienic factors are necessary (Luthans, 2011). However, it is essential to note that satisfaction does not only come from that but also from factors such as recognition and appreciation, to mention a few. According to Agarwal (2008), this theory, particularly the methods used in coming up with the theory, has been criticized for being questionable and less reliable. Also, few empirical tests have been done about this theory (Furnham, 2005). Despite the critiques, this Study seeks to use the framework provided by this theory to identify both hygienic and motivational factors that influence job satisfaction and thus being able to examine job satisfaction and its relationship to employee performance in the Kisumu county government context.

2.2.2 Need Hierarchy Theory of Motivation

Shamimul (2016), defines motivation as achieving overall and intended goals by creating intense excitement towards work in an employee by either satisfying or meeting the employee's individual needs. Maslow in 1954 through his theory on motivation provided a framework through which we better understand how and why employees seek different levels of satisfaction at different times and thus providing a link between motivation and job satisfaction (Mullins, 2007). Maslow, therefore, established a needs classifications that grouped people or employees into five hierarchy of needs: self-actualization, esteem needs, needs that ally with love and belonging, psychological needs and safety needs (Carson, 2005). This classification thus provides a detailed understanding of how to motivate employees depending on what level of satisfaction the employees are in as further seen in the literature. The first category of needs is physiological needs which is the basic level the classification. The level involves satisfying the need for water, air, food, shelter, warmth, sex, sleep, and clothing. An employee only moves to the next level of needs when they have satisfied these fundamental needs (Bennel, 2007). The second classification is safety needs. It is important to note that an employee only begins to satisfy the safety needs when the physiological needs are met (Makolle, 2015). The needs in this stage involve the need for protection, security, order, law, limits, stability, job security, health insurance, and other insurance covers.

Love and belonging needs go beyond security and physiological needs. In this level an employee seeks the feeling of being loved, feeling that they belong to somewhere or someone, these needs manifest when one looks for family, affection, relationships, and workgroup (Unutmaz, 2014).

Esteem needs involve employee beginning to make efforts in satisfying those needs that affect their self-esteem. These needs include achievement, status, responsibility, reputation (Hamood, 2013). Lastly, self-actualization is the highest level of classification of needs according to Maslow hierarchy of needs. This is the need to have a feeling of self-satisfaction. (Hamood, 2013).

Newstrom and Davis (2002), argue that in this theory employees are solely focused on achieving the next level of motivation which on the other hand makes the level of needs they are in or already resolved to be a less motivator. This theory, however, is relevant for the research since it provides a framework that allows for an analysis of various levels of either met needs or unmet needs that result into different levels of employee performance thus showing whether an employee is motivated or not. Motivation to most persons can either be to a higher or lower degree depending on their individual needs. According to Armstrong (2006), an organization acts as grounds through which different degree of motivation is achieved by providing incentives and rewards, satisfying work, and opportunities for learning and growth. This theory does not identify any clear relationship between the needs and behaviours of employees and thus would not be able to predict future needs (Kafyeta, 2015).

2.2.3 Expectancy Theory of Motivation

Price (2005), states that when the performance of employees is managed every day through setting realistic targets, ensuring the employees are aware of the set targets and ensuring both evaluation and frequent feedback is done the results is effective performance management systems in the organization. According to Makolle (2015), the Expectancy theory forms a very crucial part of this study since the study has been subject to several empirical studies which therefore provides a better framework for understanding job satisfaction. In Vroom's (1964) Expectancy Theory, he expresses that the performance of employees is primarily based on individual factors such as skills, level of experience, knowledge, and one's abilities. His focus and perspective bring new light since he focusses on the outcome as opposed to the earlier scholars who focused on behaviour. Vroom states that the way an individual will behave is depended on the degree to which the results of their participation are appealing to them (Akah, 2010).

Vrooms most important contribution concerning this thesis is that he shows the relationship between performance and reward. According to Koge (2015), Vroom further adds that employee performance is influenced by three variables; the first variable is expectancy that refers to when

an employee estimates the relationship between a desired level of performance and job-related effort, the second is instrumentality which refers to when an employee estimates the relationship between work outcomes and level of achieved employee performance while the third is valence which refers to how an employee weighs his or her preference for a reward such as salary or promotional opportunities (Vroom, 1964).

Bose (2004) critiques this theory by identifying that it is challenging to conduct actual research. Borkowski (2009), adds that the theory does not look into the relationship that exists between employee job satisfaction and employee performance. Nevertheless, this research study seeks to use the above theory to analyse and provide an understanding of the reasons why employees exhibit different levels of job satisfaction at work.

2.3 Factors that influence Job Satisfaction

Job satisfaction is often identified as a multidimensional aspect and has, therefore, led to several research studies being done on what makes up job satisfaction and how it is measured. According to Locke (1976), job satisfaction is composed of the following dimensions, employee interpersonal relationships, incentives associated with the job, working conditions, the job itself, employees pay, and promotions. Byars and Rue (2008), further, state that for one to be able to measure job satisfaction, their focus should be on the outcomes of survey of employee opinions, observation made from the interpersonal relations between colleagues and also feedback from employees' teams and therefore, Alsemeri (2016), states that both intrinsic and extrinsic factors have an influence on job satisfaction. Sirin (2009), identifies several factors influencing job satisfaction among them being succession planning, stress at workplace, interpersonal relations, involvement in decision making, pay, job security. This study, therefore, aims at finding out empirically how the factors mentioned above influence job satisfaction and to what extent.

Considering the duration of working hours, employees spend most of their time at the workplace with their colleagues, and therefore their relationship with their colleagues has a direct influence on their level of satisfaction (Beşiktaş, 2009). Yang et al. (2011), further adds that employees are likely to be satisfied with their jobs when there is a better relationship between colleagues. According to Jin and Lee (2012), employee development programs such as training increase employee morale, confidence, and positive feelings towards their jobs that in turn, improve employee satisfaction. Gerald and Dorothee (2004), mention that there exists a strong relationship

between job satisfaction and rewards. This shows that incentives in form of rewards that are linked to the job are key when measuring job satisfaction.

2.4 Measures of Employee Performance

According to Dibo (2015), often in measuring employee performance; performance appraisal results that focus on key performance indicators such as reliability, certification, rewards, productivity, and quality of work are used. Kostiuk and Follmann (1989), points out that achieving objective results when measuring performance may be difficult since in many organization the data used is subject to supervisors own judgment that is primarily influenced by feelings and other factors.

However, other methods of measuring employee performance, such as reliability, quality, quantity, and knowledge have proved to be efficient (Breugh, 1981). Ramlall (2008), further mentions that employee performance is an overarching success factor in every organization and therefore, according to Clark (2005), employees not only consider their salaries and wages when describing quality in a job but they also make further inference to other job dynamics such as effectiveness, efficiency, productivity, safety, and quality are well thought to be the leading indicators of performance (Buuri 2015).

2.5 Job Satisfaction and Employee Performance

Several studies have been done concerning the concept of job satisfaction and that of employee performance. However, few researchers have conducted their studies empirically: by performing a test and giving a conclusive finding. Further, there are few or no studies on job satisfaction and employee performance that have been done within the context of a county in a devolved system of government. This study identifies the related researches and highlights the gaps that exist in those past associated studies.

Inuwa (2016), focused his research on job satisfaction and employee performance of the non-academic staff of Bauchi State University Gadau Nigeria. The main aim of his study was to examine the relationship that exists between job satisfaction and employee performance. He found out that there exists a significant and positive relationship between job satisfaction and employee performance of the non-academic staff of Bauchi State University Gadau Nigeria. This study will be able to continue the work and research of Inuwa (2016), by continuing to investigate

the link between job satisfaction and employee performance but in the setting of the context of a public sector of a developing country such as Kenya.

Amadi (2014), focused her research on Safaricom Call Centre employees with a specific focus on the influence training and development has on their performance. Her main aim was to investigate the effect training and development has on employee performance. In her findings, she found out that training and development has a positive relationship with performance and motivation. Her research, therefore, provides useful information to this study. Her study however is restricted to a private organization whereas this study focus on a public sector.

A study by Cinar and Karcroglu (2012), focussed on determining the level of job satisfaction in public sector workers in Agri Eastern Anatolia, Turkey. The research findings were that the level of job satisfaction in Agri Eastern Anatolia was average and that the higher the academic qualification, the higher the level of satisfaction that was experienced. This research brings out the aspect of educational qualification as a contributor to job satisfaction. However, it does not show how job satisfaction influences the performance of employees. In addition, Oluoch (2016), focussed her research on identifying the factors that would influence staff performance in public (TIVET) in Kisumu county. She found out that some of factors that affected staff performance were training, awareness of career opportunities, matching of staff attribution to job qualifications, un-bias recruitment among others. This study however did not link employee performance to job satisfaction which this study seeks to clearly show.

Makolle, (2015) research on a case study of secondary school teachers in south west region of Cameroon in which he focused on job satisfaction and motivation. His findings were that, as commonly supported by various authors; intrinsic factors influence the job satisfaction of the teachers but he however adds that in the study he realized that extrinsic factors were as important as intrinsic factors in regards to the achievement of job satisfaction among the teachers. This study however do not show the link between employee performance and job satisfaction. This study seeks to address this gap

Hamed (2016), researched on causes and effects job satisfaction would have on public sector worker in Saudi Arabia. His main aim of the study was to determine the effects and causes of job satisfaction among public sector employees in Saudi Arabia. In his findings, he mentions that job satisfaction was influenced by both extrinsic and intrinsic factors, where factors such as job security, achievement, recognition scored highly. This study forms a good basis of understanding

concepts of job satisfaction and may broadly be relevant as it looks at a public service work environment, Kisumu County, however, is situated within a broader devolved system of government and thus differentiating the scope from that of Saudi Arabia.

Asghar and Abdul (2014) focussed on the impact employee job satisfaction had on the employees in the banking sector in Muzaffargarh District, Pakistan. They mention that job satisfaction is a critical success factor in any bank regardless of whether the objective is of long term or short term. Their findings were that there is a positive relationship that exist between job satisfaction and employee performance. This study seeks to use the same framework to better understand job satisfaction but the study however, will focus the scope in the context of a public sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides detailed information on research design, target population, sample design, data collection and data analysis.

3.2 Research Design

This study used descriptive research design, Muindi (2012), states that a descriptive research design is suitable since it enables the researcher to give both a detailed and in-depth description of data. A cross-sectional survey design was used to ensure a more accurate and timely collection of data. In choosing a model, this design is considered appropriate because data was collected from a cross-section of a large number of respondents.

3.3 Target Population

The target population of this study was the employees of Kisumu County who work within the 10 areas of specialization. According to the Kisumu County payroll manager year 2018, the total number of employees in Kisumu County is 3282 employees.

3.4 Sample Design

In this study, stratified random sampling was used to ensure that all vital information was captured. The technique ensured that the 10 departments in the county are well represented in the sample size. A sample size of 10% of the population was used, this is because it is considered appropriate (Orodho, 2005). The technique mentioned was used to come up with an appropriate sample size of 345 respondents from a sample frame of 3282 employees. The computed sample distribution is represented in table 3.1.

Table 3.1: Sample distribution design

No.	Area of Specialization/ Department	Population	Sample size
1.	Agriculture, Livestock and Fisheries	306	31
2.	Environment, Water, Irrigation, and Natural Resources	89	9
3.	Physical Planning, Lands, Housing and Urban development	56	6
4.	Health and sanitation	1718	172
5.	Public Works, roads and transport	93	9
6.	Governance and county administration	23	2
7.	Trade industrialization and Energy	28	3
8.	Governance and County administration	969	97
9.	Finance	47	5
10.	Education, ICT and Human Resources development	105	11
Total		3282	345

3.5 Data Collection

Primary data was used in this study. The questionnaire was the main data collection instrument. The questionnaire was divided into three sections. Section A contained biographic data of the respondents, section B focused on getting information about job satisfaction, section C will focus on information that related to employee performance. The questionnaires was in the form of closed statements and was distributed through drop and pick later method. Except for the demographics, all other items requires the respondent to agree to statements on a five-point Likert scale where To a very large extent, 4 = To a large extent, 3 = To a moderate extent, 2 = To a less extent, 1 = To a very less extent.

3.6 Data Analysis

According to Mugenda and Mugenda (2003), the raw data collected has to undergo a series of steps to make them clear and easy to interpret. These steps include cleaning of the data, coding and entering the data in the computer for analysis. In this study, data collected was checked to ensure completeness. The responses on the Likert Scale was analysed using the statistical package for social sciences (SPSS) and quantitative methods such as charts, tables, and graphs will be used to present the analysed data. Descriptive Statistics such as mean, standard deviation and percentages was used to summarize the collected data.

Regression analysis would provide a framework through which the relationship between job satisfaction and employee performance was identified.

The simple regression model that was used is

$$Y = a + bx + \epsilon_0$$

Where

Y= employee performance

a= is a constant

b= slope of the line

x= job satisfaction

ϵ_0 =Error term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

The chapter provides a descriptive analysis of the collected data, interpretation and discussion of the findings. Following the processing and analysing of the collected data, the findings are presented and discussed in this chapter to meet the objective of the study which was to determine the influence of job satisfaction on employee performance in Kisumu County Government.

4.2. Demographics

The respondents were requested to indicate their gender, how long they have worked at Kisumu County, total years of experience in public service, highest academic qualification and area of specialization/department.

4.2.1 Gender

The respondents were requested to indicate their gender, results are presented in table 4.1

Table 4.1 Gender

Gender	Number of Respondents	Percentage of Respondents
Male	155	53.3
Female	136	46.7
Total	291	100.0

According to the findings in table 4.1, 53.3% of the respondents were male while 46.7% were female. From these findings it can be deduced that there was gender parity, an indication that the county has made considerable efforts in ensuring equal opportunities to both male and female.

4.2.2 Years of work at Kisumu County

The respondents were requested to indicate years they have worked at Kisumu County government. The findings are presented in table 4.2

Table 4.2. Years of work at Kisumu County

	Number of Respondents	Percentage of Respondents
less than one year	70	24.1
1-3 Years	94	32.3
4-8 years	127	43.6
Total	291	100.0

The years the respondents had worked at Kisumu County government as shown in Table 4.2, indicated that most of the employees had worked between 4-8 years visible by 43.6%; 32.3% had worked between 1-3 years showing clearly the element of political implication; 24.1% had worked less than a year thus giving an accurate picture that the county not only consist of permanent employees but also contract employees.

4.2.3 Total years of experience in public service

The respondents were requested to indicate the total years they have worked in public service. The findings are presented in table 4.3.

Table 4.3 Total years of experience in public service

Years of work in public service	Number of Respondents	Percentage of Respondents
less than one year	42	14.4
1-3 Years	21	7.2
4-8 Years	206	70.8
8-12 Years	16	5.5
More than 12 Years	6	2.1
Total	291	100.0

The findings in table 4.3 show that, majority of the respondents 70.8% had worked between 4 and 8 years in public service between 4-8 years; 14.4% had worked less than one year; 7.2% had worked 1-3 years; 5.5% had worked 8-12 years; 2.1% had worked for more than 12 years. From these findings we can deduce that the respondents have good experience in the public sector and therefore gave credible information that can be relied upon.

4.2.4 Highest academic qualification.

The respondents were requested to indicate their highest academic qualification. Findings presented in table 4.4

Table 4.4: Highest Academic qualification

	Number of Respondents	Percentage of Respondents
Masters	6	2.1
Bachelors	149	51.2
Diploma	125	43.0
Higher Diploma	11	3.8
Total	291	100.0

According to the findings in table 4.4, 51.2% of the respondents had bachelors degree; 43.0% of the respondents had diploma certificate; 3.8% of the respondents higher diploma while 2.1% of the respondents had masters degree From these findings we can deduce that the respondents were in a position to understand the content of the research instrument and therefore gave credible information.

4.2.5 Area of Specialization/ Department

Respondents were requested to indicate their area of specialization/department. Findings are indicated in table 4.5.

Table 4.5 Area of Specialization/ Department

	Number of Respondents	Percentage of Respondents
Agriculture, Livestock, and Fisheries	30	10.3
Environment, Water, Irrigation, and Natural Resources	8	2.7
Planning and Economic Development	5	1.7
Health and sanitation	159	54.6
Public Works roads and transport	8	2.7
Governance, county administration	57	19.7
Trade industrialization and cooperatives	3	1
Communication, information and technology	6	2.2
Finance	5	1.7
Education and Human Resources development	10	3.4
Total	291	100.0

As shown in the table 4.5, 54.6% of the respondents were working in health and sanitation department; 19.7% governance and county administration; 10.3% Agriculture, Livestock and fisheries; 3.4% Education and human resources; 2.7% Environment, Water, Irrigation, and Natural resources; 2.7% public works and transport; 2.2% communication, information technology; 1.7% finance department; 1.7% planning and economic development 1% trade industrialization and cooperatives. From these findings we can deduce that majority of the respondents were from the health and sanitation department and that the respondents were drawn across the departments hence the information collected is representative of the views from entire Kisumu county government.

4.3 Job Satisfaction

Respondents were requested to rate various aspects of job satisfaction namely promotions, employee working conditions, rewards and quality of work. The findings are presented in table 4.6, 4.7, 4.8 and 4.9 respectively.

4.3.1 Promotions

Respondents were requested to rate various aspects of promotions, the findings are presented in table 4.6.

Table 4.6 Promotions

	Mean	Std. Dev.
I am happy with the policies that relate to promotions	3.32	0.91
I feel I have an equitable chance for promotion in the organization	3.47	0.85
I am happy with my career advancement in the county.	3.47	0.02
I am happy that my efforts and performance are linked to promotion opportunity	3.65	0.13
I am confident with the criterion used to determine promotions and raises.	3.40	0.88
I am happy with the implementation of the county promotional policies	3.28	0.009

Table 4.6 indicates that the respondents were happy with the policies that relate to promotions (mean=3.32, SD=0.91); they also felt that they had an equitable chance for promotion in the county (mean=3.47, SD=0.85); happy with their career advancement in the county (mean=3.47, SD=0.02); satisfied that their efforts and performance are linked to promotional opportunities (mean=3.65, SD=0.13) confident with the criterion used to determine promotions and raises as

(mean=3.40, SD=0.88); happy with the implementation of the county promotional policies (mean=3.28, SD=0.009).

4.3.2 Employee working conditions

Respondents were requested to rate various aspects of employee working conditions. The findings are presented in table 4.7.

Table 4.7 Employee working conditions

	Mean	Std. Dev.
An atmosphere of team work is fostered by the county and by extension my supervisor	3.47	0.03
I am happy the county fosters a diversified and inclusive work environment	3.61	0.15
I am happy the morale of the employees in the department is high	3.71	0.95
I am happy the amount of work given to me is challenging and reasonable.	3.43	0.88
I am happy I am provided with the essential resources to do my job well	3.41	0.08

The findings in table 4.7, indicates that the respondents to a large degree felt that the county fosters a diversified and inclusive work environment (mean=3.61, SD=0.15); the respondents were happy the morale of the employees in the department is high (mean= 3.71, SD=0.95); the respondents also indicated that an atmosphere of team work has been moderately cultivated in the county and by extension by the management (mean= 3.47, SD=0.03); the respondents felt the amount of work given to them is both reasonable and challenging (mean=3.43, SD=0.88); respondents also indicated they were provided with the essential resources to do their job well (mean=3.41, SD=0.08)

4.3.3 Rewards

Respondents were requested to rate various aspects of rewards; the findings are presented in table 4.8.

Table 4.8 Rewards

	Mean	Std. Dev.
My benefits and other forms of rewards are fair and adequate	3.17	0.91
I am happy am empowered to make decisions that regard my clients	3.41	0.77
I am recognized for my efforts and often given certificates or other forms of rewards	3.26	0.09
I am happy that in our team, work is well organized and coordinated	3.47	0.01
I am happy that I have a voice and am able to present my opinion and its given a thought	3.58	0.73
I perform well because my tasks are explained clearly to me	3.81	0.81

As shown in the table 4.8, respondents indicated employee benefits and other forms of rewards are fair and adequate (\bar{x} = 3.17, σ =0.91); They were also happy that they are empowered to make decisions that regard clients (\bar{x} = 3.41, σ =0.77); Kisumu county government recognizes employees who perform well (\bar{x} = 3.26, σ =0.09); the respondents were also happy that in the team, work is well organized and coordinated (\bar{x} =3.47, σ =0.01); the respondents also indicated to a great extent that they were happy they were given a voice and are able to present their opinions (\bar{x} =3.58, σ =0.73); in addition, the respondents further suggested that they are able to perform well because their tasks are explained clearly to them (\bar{x} =3.81, σ =0.81).

4.3.4 Quality of Work

Respondents were also requested to rate various aspects of interpersonal relationships; the findings are presented in table 4.9.

Table 4.9 Quality of work

	Mean	Std. Dev.
I have the right skills and knowledge to attend to clients appropriately	4.03	0.82
I demonstrate high level of professionalism while attending to clients	4.25	0.87
I have been given the right technology that improves quality of my work	4.12	0.08
I love my job and therefore my output concerns me greatly	4.18	0.99
My quality of work is improved through the training and development programme	4.18	0.82
My job is tidy and doesn't have do overs.	4.15	0.87

The findings in table 4.9, indicated that the respondents to high degree have the right skills and knowledge to attend to clients appropriately shown by a mean of 4.03 and standard deviation of 0.82). In addition, respondents demonstrated high level of professionalism while attending to clients as shown with a mean of 4.25 and standard deviation of 0.87; they felt they have been given the right technology that improves quality of their work as shown with a mean of 4.12 and standard deviation of 0.08; also, respondents feel quality of work has improved through the training and development programme as shown with a mean of 4.18 and standard deviation 0.82; the respondents indicated that output concerns them greatly and they love their job shown by a mean of 4.18 and standard deviation 0.99; furthermore, respondents indicated that their job is tidy

and repetition of work due to errors and technical weakness is reduced shown by a mean of 4.15 and standard deviation of 0.87.

4.4 Employee Performance

Various aspects of employee performance were rated, among these aspects are timeliness, performance, incentive attached to job and interpersonal relationship.

4.4.1 Timelines

Respondents were requested to rate various aspects of timeliness. The findings are presented in table 4.12.

Table 4.10 Timelines

	Mean	Std. dev.`
I often achieve my targets in time	4.16	0.04
I offer timely solutions to clients problems and carry out tasks in time	4.13	0.20
I make sure that all my set targets are always met within the given deadlines	4.25	0.23
I respect my colleagues	4.05	0.03
I am happy colleagues give timely solutions even without supervision	3.80	0.05
My personal goals are aligned to organizational goal	3.83	0.02

The findings in table 4.10 shows that respondents often achieve their targets in time (\bar{x} =4.16, σ =0.04); respondents offer timely solutions to clients problems and carry out tasks in time (\bar{x} =4.13, σ =0.20); respondents made sure that all their set targets are always met within the given deadlines (\bar{x} =4.25, σ =0.23); respondents respect my colleagues (\bar{x} =4.05, σ =0.03); in addition, respondents were happy colleagues give timely solutions even without supervision (\bar{x} =3.80, σ =0.05); the respondents were also happy personal goals are aligned to the Kisumu county government goal (\bar{x} =3.83, σ =0.02)

4.4.2 Performance

Respondents were requested to rate various aspects of interpersonal relationships, the findings are presented in table 4.13.

Table 4.11 Performance

	Mean	Std. Dev.
I perform well in my performance ratings	4.04	0.96
I always check for ways in which I can make my performance better	4.05	0.73
My performance contributes to achievement of the overall institution goal	3.76	0.04
I feel I am underutilized in my job.	3.50	0.04
I get good communication from my managers that allows me to perform my job well	3.36	0.88
I am happy I get constant feedback that helps me to improve in my performance appropriately	3.54	0.05

According to the findings in table 4.11, respondents indicated that they perform well in their performance ratings as shown with a mean of 4.04 and standard deviation 0.96; respondents indicated they often check for ways in which they can make their performance better as shown with a mean of 4.05 and standard deviation of 0.73, respondents also indicated that they were confident their performance contributes to achievement of the overall institution goal as shown with a mean of 3.76 and standard deviation 0.04, respondents also felt underutilized in their job as shown with a mean of 3.50 and standard deviation of 0.04, respondents agreed they get good communication from managers that allows them to perform my job well as shown with a mean of 3.36 and standard deviation 0.88, respondents were happy they get constant feedback that helps them to improve in my performance appropriately as shown with a mean of 3.54 and standard deviation 0.05.

4.4.3 Incentives Attached to the Job

Respondents were requested to rate various aspects of incentives attached to the job, the findings are presented in table 4.8.

Table 4.12 Incentives attached to the Job

	Mean	Std. Dev.
I am happy that as an employee my pay reflects my performance	3.16	0.85
I am happy as an employee am involved in decision making as one of the stakeholders	3.04	0.94
I am happy the county offers competitive pay in the labour market	3.56	0.07
I am satisfied with my pay and the benefits package offered by the county	3.05	0.05
I am happy the organizational goals are aligned to my personal goals	3.34	0.09

According to the findings presented in table 4.12, the respondents indicated in a substantial way that the county offers a competitive pay in the labour market (mean =3.56, SD= 0.07);respondents also indicated that their pay to some extent reflects their performance (mean =3.16, SD=0.85);respondents were happy as employees they are involved in decision (mean=3.04, SD= 0.94); they were satisfied with their pay and the benefits package offered them by the county (mean=3.05, SD=0.05); they were happy that Kisumu county government goals are aligned to their personal goals (mean=3.34, SD=0.09).

4.4.4 Interpersonal Relationships

Respondents were requested to rate various aspects of interpersonal relationships, the findings are presented in table 4.13.

Table 4.13 Interpersonal Relationships

	Mean	Std. Dev.
I am happy and comfortable with the way I relate to my superiors	3.04	0.85
I am happy colleagues get along well.	3.73	0.81
I respect my colleagues	3.90	0.04
I am happy there is little conflict at the workplace	3.80	0.81
I am happy the county culture fosters teamwork among employees	3.67	0.09

Further, the findings indicated that the respondents were with happy that as colleagues they get along well ($\bar{x} = 3.73$, $\sigma = 0.81$); there was respect among employees ($\bar{x} = 3.90$, $\sigma = 0.04$); respondents were also happy that there is little conflict at the workplace ($\bar{x} = 3.80$, $\sigma = 0.81$), Another finding was that respondents were happy the county culture fosters teamwork among employees ($\bar{x} = 3.67$, $\sigma = 0.09$) they were comfortable with the way they relate to their superiors ($\bar{x} = 3.04$, $\sigma = 0.85$).

4.5 Job satisfaction and employee performance

A simple regression model was applied to determine the relationship between job satisfaction (Independent variable) and employee performance (Dependent variable).

The regression model was as follows: $Y = a + bx + \varepsilon$

Where

Y= employee performance

a= is a constant

b= slope of the line

x= job satisfaction

ε = Error term

Model Summary

The summary presented in table 4.14 are based on all the data coded on the SPSS and are true reflection of the data collected on the field.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803(a)	.640	.628	.78381

Table 4.15 has a summary of the regression parameters namely, R, R², adjusted R² and standard error. Where R=0.803, R²=0.640 and the adjusted R² =0.628. The adjusted R²=0.628 suggests that 62.8% of variations in employee performance is due to change in job satisfaction.

Table 4.15: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	61.144	3	15.286	25.773	.000(a)
Residual	33.789	287	.614		
Total	94.933	290			

Predictors: (Constant), Job satisfaction

Dependent Variable: Employee Performance

ANOVA findings in table 4.15 F ratio is significant (F =25.773, p<0.05). This implies that regression model fits the data and thus is appropriate for use in this study.

Table 4.16: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	3.457			1.652	.104
Job satisfaction	.212	.073	.204	2.221	.030

The coefficients are presented in table 4.14.as shown in the table beta coefficient ($\beta=0.212$, $t=2.221$, $P<0.05$).this implies that 0.212 of change in employee performance is explained by unit change in job satisfaction.

Using the values of the coefficients (b) from the regression coefficient table 4.11 the established simple linear regression equation takes the form of;

$$Y= 3.457+0.212X+\varepsilon$$

Where;

Constant = 3.457; when value of the independent variables is zero, employee performance would take the value 3.457, indicating that there is some level of work done even without the independent variable

4.6 Discussion of Findings

From the findings it is prevalent that job satisfaction affects employee performance in Kisumu County government; on promotion the findings indicated that employees are happy when their efforts are linked to promotional opportunity and that the employees desire advancement in their career. This studies agrees as well as disagrees with other finding; the misconception that government employees only seek for salaries and wages is overruled and this research goes further to determine that to a large percentage(62.8), the employees are concerned with job satisfaction and that it influences their performance. The employees also feel motivated to work more for the County government when they are confident there is equitable promotional opportunity in the County and that when they have these assurance then there is increased concentrate on their jobs which would result in increased performance. The findings concur with Jin and Lee (2012) who found that employee development programs such as training increase employee morale, confidence, and positive feelings towards their jobs that in turn, improve employee satisfaction

On employee working conditions, the findings pointed out that that the morale of the employee is increased by a diversified and inclusive work environment; this means the employees have embraced and have realised the advantage of synergy when persons are from diverse background. This is mainly supported by the management of Kisumu County government and existence of healthy team, however, the employees need challenging and reasonable work as well as essential

resources to have a quality output as well. Further findings were that working conditions affects both the physical and mental well-being of an employee, therefore, the presence or absence of the conducive environment will highly affect the employee performance. The findings concur with Anorld and Feldman (1996) who found that poor working conditions contributes to low employee morale and thus leads to a low performance by the employees.

The study also found that in reference to the incentives attached to job, majority of the county employees agreed the County offered competitive pay in regards to the labour market. Often employee compare their organizations' ideas, conditions of work, benefit package, insurance package amongst others with those of their counterparts in other organizations. In this case of county government the employees in many occasions make comparisons with the other county governments and other sectors of the economy and this therefore calls for great attention when making considerations on incentives attached to jobs. A feeling of good incentives for the work done will lead to job satisfaction and hence high performance by employees. Employees who are satisfied with the incentives in their job will work well for the benefit of the organisation with the feeling they are treated fairly in relation to their counterparts in the labour market.

On interpersonal relationships the findings indicated there was respect among the employees and this could as well explain why there was little conflict at the workplace. When there is team work the employees can easily achieve their targets on time. The county government by fostering good interpersonal relationships among the employees the employees can share information as well as skills which will lead to high performance of the county government.

Kisumu county government employees pointed that the benefits and other forms of rewards were in a significant way both fair and adequate and that employees are empowered to make decisions regarding their clients. The county government further, recognizes employees' efforts and the employees are given recognition for their efforts and given certificates or other forms of rewards as well. Other findings were that the employees were portraying professionalism while attending the clients, the right technology was provided which in turn improved the quality of their work. The need to have quality work is therefore met with the right tools, and thus an employee can perform poorly if the technology used is of poor quality but with the up to date technology the employee can perform his/her duties with ease and achieve quality output.

As per the findings training and development is paramount and key for the employees to achieve quality output and the job to be tidy without any repetition due to errors or any technical difficulty. The findings concur with study by Rose, Kumar and Pak, (2011) who observed the connection between job satisfaction and work performance by a sample of public service officials in Malaysia and realized that training and development was positively akin to organizational commitment, job satisfaction, and work performance, and therefore an increase in training and development and job satisfaction results into an increase in employees performance

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of the study was to determine the influence of job satisfaction on employee performance in Kisumu County Government. This gives a summary of the study, makes conclusion and recommendations based on the results. The chapter also presents implications of the study and suggestions for further research.

5.2 Summary of Findings

This study found that employees were less satisfied with both the promotion policies and implementation of those policies at Kisumu County Government. The study adds that the employees need a more trustworthy criterion with which to determine promotions and raises. Further, the study states that the creation of better working conditions is essential to employees of Kisumu County Government and that there should be increased reasonable, challenging work and an atmosphere of team work fostered by the county and by extension the management. These conditions in turn lead to optimum employee performance.

The study also found that the employees were moderately satisfied with their pay and the benefits package offered to them by the county and therefore, the employees felt that there should be fairness in terms of benefits and rewards and also linking them to performance. The employees further added that their personal goals should be aligned with those of the County. The study also found that majority of the employees were comfortable with the way they relate to their superiors and this reflected on the few or no conflicts indicated in the county government. In addition, the study also found that employees love their job, output concerns them, they have a high level of professionalism while attending to clients and they indicated that they have been given the right technology that improves quality of their work.

5.3 Conclusion

This study concludes that job satisfaction influences employee performance to a degree to great, in Kisumu county elements of job satisfaction such as promotion policies were found to affect the performance of employees. For employees to perform better in the county government a good and an attractive policy to the employees would be a key contribution. The organizations should

therefore always embrace a promotion policy which the employees feel is fair, trustworthy and is comparable with others in the labour market.

The study also concludes that county governments need to look into the working conditions of the employees and also the relationship between the junior staff and their superiors this can improve a lot in their performance through team work. This can lead to a better work environment where the employees and the management work in harmony hence increasing output. The study adds that the county government through increased incentives to the employees can improve the output of the employees thus leading to better service delivery in the entire county with specific consideration on the alignment of employee personal goals to organization goals

5.4 Recommendations

The study found promotion affects employee performance at the county government of Kisumu the study, therefore recommends that less rigid promotion guidelines and also enhance performance measurements while giving adequate incentives on merit. The county government should embrace new technology where ranking for promotions is concerned and this will allow easy access by the employees and transparency on guidelines on who should be promoted and the criterion used. The county government should be keen on promotions and avoid political influence on promotions.

Job satisfaction comprises of various aspects, this study only focussed on four aspects namely promotions, working conditions, rewards and quality of work. Therefore, this study recommends that future studies to look into job satisfaction comprehensively while making consideration to the aspects not mentioned in this study

The county government should formulate strategies that will lead to increased reward and benefits to employees. Satisfied employees will work better and there will also be high retention of skilled manpower at the county government. The county government should also benchmark technology in other countries with devolved system of governance and look into ways of enhancing employee work efficiency.

5.5 Implications of the study

The results of the study show that job satisfaction affects employees at Kisumu County government. It's therefore a wakeup call on the management to formulate policies on areas where there are gaps in the job satisfaction.

The county government of Kisumu should have regular reviews of the HR policies to ensure the employees' views are put into consideration. The current HR policies therefore, should not be static; it should be in line with everyday demand of the labour and also competitive in the labour market.

5.7 Limitations of the Study

The study was confined to determine the influence of job satisfaction on employee performance in Kisumu County Government. Some of the respondents were hesitant to give information which they considered confidential, the researcher therefore, had to put a lot of effort into convincing the respondents that the sole purpose of the information given was academic and it was not meant for any other purpose.

The results of the study may not be applicable to other sectors in developed countries since there are economic situations that differ as well as labour demand, however the study gives a good basis for improvement in the study of job satisfaction and employee performance.

The method used in issuing questionnaire eliminates the researcher's control over how the respondents fill the instrument; the respondents could fill in a hurry or could choose not to fill or could give their juniors to fill for them.

5.8 Suggestions for Further Research

This study finds the need for similar studies to be carried out targeting other sectors. At the same time, there is a need to undertake studies on job satisfaction in the private sector with a specific focus on the employees with short-term contracts.

Job satisfaction comprises of various aspects that provide grounds for conducting research, this study focused on four of those aspects namely, promotions, working conditions, rewards, and quality of work. Therefore, the study recommends that further studies look into other aspects of job satisfaction.

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APPENDIX A



Atton: Ditton
Go
3/9/19

02 September 2019

University of Nairobi
P.O. Box 30197, GPO,
Nairobi, Kenya

To The Kisumu County Secretary,
Kisumu County Government,
P.O. Box 2738-40100
Kisumu, Kenya.

Dear Sir,

I am a post graduate student pursuing Masters of Science in Human Resources at the University of Nairobi. I am conducting a research in a bid to determine the influence job satisfaction has on employee performance in Kisumu County.

The information provided will be used in strict confidentiality and for academic purposes only.

I will be grateful if your office grants me an approval to enable me conduct the research.

Yours Faithfully,

George Noel Otieno
MSC Human Resource Student

Approved -
JH 4/9/19

APPENDIX B



UNIVERSITY OF NAIROBI

COLLEGE OF HUMANITIES & SOCIAL SCIENCES

SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

16 August 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
GEORGE NOEL OTIENO – REGISTRATION NO.D64/87186/2016

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (Msc. HRM) option degree program in this University. He is conducting research on *"The Influence of Job Satisfaction on Employee Performance in Kisumu County, Kenya"*.

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.


Jane Muturi

For: Msc. Human Resource Management Co-Ordinator,
School of Business

FM/jkm

APPENDIX C

RESEARCH QUESTIONNAIRE ON JOB SATISFACTION AND PERFORMANCE OF EMPLOYEES IN KISUMU COUNTY, KENYA.

The structure of this questionnaire is designed to provide information and in-depth understanding of the influence of job satisfaction on employee performance in Kisumu County. You are under no obligation to state your name or append your signature on this questionnaire. Please spare a few minutes to complete it by simply ticking the relevant responses. The accuracy of your answers is crucial for the reliability of this research.

SECTION A: BIOGRAPHIC DATA: (Tick where applicable)

1. Gender

Male Female

2. How long have you worked at Kisumu County?

< 1 year 1 – 3 years 4 – 5 years

6– 7 years > 7 years

3. Total years of experience in public service

< 1 year 1 – 3 years 4 – 8 years

8–12 years > 12 years

4. Highest academic qualification

Ph. D Masters Bachelors

Diploma H.Diploma KCSE

KCPE Other (Please Specify).....

5 Area of specialization/ Department

- i) Agriculture, Livestock, and Fisheries
- ii) Environment, Water, Irrigation, and Natural Resources
- iii) Planning and Economic Development
- iv) Health and sanitation
- v) Public Works roads and transport
- vii) Tourism, culture, and ICT
- vii) Trade industrialization and cooperatives
- viii) Communication, information and technology
- ix) Finance
- x) Education and Human Resources development

SECTION B: JOB SATISFACTION.

The statements presented in the matrix below reflect different aspects of employee performance. Indicate by ticking the appropriate number that represents your level of performance. Where 5 = To a very large extent, 4 = To a large extent, 3 = To a moderate extent, 2 = To a less extent, 1 = To a very less extent

		To a very less extent	To a less extent	To a moderate extent	To a large extent	To a very large extent
Promotions						
5.	I am happy with the policies that relate to promotions	1	2	3	4	5
6.	I feel I have an equitable chance for promotion in the organization	1	2	3	4	5
7.	I am happy with my career advancement in the county.	1	2	3	4	5
8.	I am happy that my efforts and performance are linked to promotion opportunity	1	2	3	4	5
9.	I am confident with the criterion used to determine promotions and raises.	1	2	3	4	5
10.	I am happy with the implementation of the county promotional policies	1	2	3	4	5
Employee working conditions						
11.	An atmosphere of team work is fostered by the county and by extension my supervisor	1	2	3	4	5
12.	I am happy the county fosters a diversified and inclusive work environment	1	2	3	4	5
13.	I am happy the morale of the employees in the department is high	1	2	3	4	5
14.	I am happy the amount of work given to me is challenging and reasonable.	1	2	3	4	5
15.	I am happy I am provided with the essential resources to do my job well	1	2	3	4	5
16.	I am happy the county promotes a safe and comfortable working environment	1	2	3	4	5

		To a very less extent	To a less extent	To a moderate extent	To a large extent	To a very large extent
Rewards						
17.	My benefits and other forms of rewards are fair and adequate	1	2	3	4	5
18.	I am happy am empowered to make decisions that regard my clients	1	2	3	4	5
19.	I am recognized for my efforts and often given certificates or other forms of rewards	1	2	3	4	5
20.	I am happy that in our team, work is well organized and coordinated	1	2	3	4	5
21.	I am happy that I have a voice and am able to present my opinion and its given a thought	1	2	3	4	5
22.	I perform well because my tasks are explained clearly to me	1	2	3	4	5
Quality of Work						
23.	I have the right skills and knowledge to attend to clients appropriately	1	2	3	4	5
24.	I demonstrate high level of professionalism while attending to clients	1	2	3	4	5
25.	I have been given the right technology that improves quality of my work	1	2	3	4	5
26.	I love my job and therefore my output concerns me greatly	1	2	3	4	5
27.	My quality of work is improved through the training and development programme	1	2	3	4	5
28.	My job is tidy and doesn't have do overs.	1	2	3	4	5

SECTION C: EMPLOYEES PERFORMANCE

The statements presented in the matrix below reflect different aspects of employee performance. Indicate by ticking the appropriate number that represents your level of performance. Where 5 = To a very large extent, 4 = To a large extent, 3 = To a moderate extent, 2 = To a less extent, 1 = To a very less extent

		To a very less extent	To a less extent	To a moderate extent	To a large extent	To a very large extent
Timeliness						
29.	I often achieve my targets in time	1	2	3	4	5
30.	I offer timely solutions to clients problems and carry out tasks in time	1	2	3	4	5
31.	I make sure that all my set targets are always met within the given deadlines	1	2	3	4	5
32.	I respect my colleagues	1	2	3	4	5
33.	I am happy colleagues give timely solutions even without supervision	1	2	3	4	5
34.	My personal goals are aligned to organizational goal	1	2	3	4	5
Performance						
35.	I perform well in my performance ratings	1	2	3	4	5
36.	I always check for ways in which I can make my performance better	1	2	3	4	5
37.	My performance contributes to achievement of the overall institution goal	1	2	3	4	5
38.	I feel I am underutilized in my job.	1	2	3	4	5
39.	I get good communication from my managers that allows me to perform my job well	1	2	3	4	5
40.	I am happy I get constant feedback that helps me to improve in my performance appropriately	1	2	3	4	5

		To a very less extent	To a less extent	To a moderate extent	To a large extent	To a very large extent
Incentives attached to the job						
41.	I am happy that as an employee my pay reflects my performance	1	2	3	4	5
42.	I am happy as an employee am involved in decision making as one of the stakeholders	1	2	3	4	5
43.	I am happy the county offers competitive pay in the labour market	1	2	3	4	5
44.	I am satisfied with my pay and the benefits package offered by the county	1	2	3	4	5
45.	I am happy the organizational goals are aligned to my personal goals	1	2	3	4	5
Interpersonal Relationships						
46.	I am happy and comfortable with the way I relate to my superiors	1	2	3	4	5
47.	I am happy colleagues get along well.	1	2	3	4	5
48.	I respect my colleagues	1	2	3	4	5
49.	I am happy there is little conflict at the workplace	1	2	3	4	5
50.	I am happy the county culture fosters teamwork among employees	1	2	3	4	5