

Determinants of Employee Satisfaction on Organizational Performance: A Survey of Trans Nzoia County Government

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Abstract

This study sought to analyse the determinants of employee satisfaction on their organizational performance. The specific objectives of this study were; to examine the effect of work environment on organizational performance in Trans Nzoia County; to determine the effect of employee attitude on organizational performance in trans Nzoia County; and finally, to determine the effect of employee productivity on organizational performance in Trans Nzoia County, to determine the effect of leadership style on organizational performance in Trans Nzoia County. The study was guided by Herzberg's two factor theory (Theory X and Y) and the Locke's Value theory. The study employed descriptive research design. The target population for the study comprised of 350 employees from Human Resource, Finance, Procurement and sanitation departments from the Trans-Nzoia County Government. The study adopted stratified and simple random sampling techniques to select employees from various departments. The instrument of collecting data was questionnaires. Data was analysed using descriptive and inferential statistics using Statistical Package for Social Sciences (SPSS 20). The significance of the study is that it will help the county government of Trans Nzoia to come up with strategies that will enhance employee productivity and understand the factors that determine employee satisfaction. Researchers will use this research work to do more research as well as serve as a

literature to shed more light on factors that may affect employee satisfaction. The study found out that there exists a positive and significant relationship between employee productivity and organizational performance ($r=0.712$). Employee productivity influences organizational performance by creating morale and motivation and team spirit among the employees thus propelling them to give their best. The study found out that there exists a positive and significant relationship between work environment and organizational performance ($r=0.862$). Conducive work environment is a source of employee motivation, creates cooperation and team work among employees. The study found out that there exists a positive and significant relationship between employee attitude and organizational performance ($r=0.627$). Majority of the respondents had a positive attitude towards organizational performance in Trans Nzoia County Government. The study established that employees' attitude determined their level of motivation, their level of commitment and nature of work relations. The study found out that there exists a positive and significant relationship between leadership style and organizational performance ($r=0.602$). The commonly practiced leadership style in Trans-Nzoia County Government was democratic leadership style, followed by bureaucratic leadership while the least practiced leadership style was autocratic leadership style. Leadership styles influenced employee involvement in the decision-making process, work relations, nature of communication and employee motivation. The study found out that job satisfaction ($p = 0.000 < 0.005$) significantly affected organizational performance in Trans Nzoia County Government. Based on the findings, the study recommends: the county government should introduce on-job trainings and other career development practices to improve employees' skills, create a conducive working environment particularly by providing adequate work support tools and ensure provision of job security.

Key words: Employee satisfaction, job dissatisfaction, Organizational Performance

1.2 Introduction

Employee satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs. According to Simatwa (2011) job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Nickels, McHugh and McHugh 6th edition. (Craw-Hill) defines Intrinsic reward as the good feeling you have when you have done a job well, while extrinsic reward is something given to you by someone else as recognition for good work such as pay increase, praise and promotion.

According to Fred Luthans (2011) He said that job satisfaction has little to do with good pay, it has a lot to do with employee himself or herself accepting that the job is desirable. He further contributed that in order for Jobs to be satisfying there should be some fun in it. He suggested that employees should be given the opportunity to express themselves without fear but take their work seriously. Fair pay, benefits and promotion opportunities are some of the best ways that employers have been able to keep their employees. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic

strain, recognition of their effort, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust and respect.

Sutherland, (2004) says that Employees are deemed to be part of the intangible assets of an organization. They are a precious commodity that forms a significant part of an organization's value. Employee satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality goods and services in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with new ideas that allow a company to grow and change positively with time and changing market conditions. According to Ilham (2009), employee satisfaction refers to the positive or negative aspects of employee's attitude towards their jobs or some features of the job. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the workplace. Employee satisfaction while generally is positive in an organization can also be a downer if careless employees stay because they are satisfied with our work environment. Job satisfaction plays a vital role in life of an employee because it affects positively on the personal and social adjustment of the individual.

On the contrary, job dissatisfaction adversely has effect on the physical and mental health of the individual. The relationship between job satisfaction and employee's performance has been discussed in organizational behaviour and human resource management literature. A highly satisfied employee need not necessarily be an outstanding performer. However, an employee, who is dissatisfied can cause irreparable damage to the organizational effectiveness. Job satisfaction can be defined as an emotional state of mind that reflects an affective reaction to the job and work situation (Diboye et al., 1994).

1.3 Statement of the Problem

Dynamic organizations in the world today have put in a lot of effort to ensure that employees produce their best. However, it has not been easy to achieve these goals. Employees are important asset in any organization and employers have to ensure that their needs are met to allow for maximum performance and satisfied workforce. Fisher and Locke (1992) suggests that employee satisfaction plays an important role in determining organizational performance. Scholars such as Abraham Maslow (1954) in his Hierarchy of needs suggested that fulfilment of human needs affect employee satisfaction and subsequently their performance. However, there has been complains about unconducive environment, hostility, bureaucracy, inflexibility, lack of motivation, inefficiency and ineffectiveness in organizations. Therefore, the study sought to analyse determinants of employee satisfaction on organizational performance in Trans-Nzoia County.

1.4 Literature Review

Effect of Employee Productivity on Organizational Performance

Every organization that wants to strengthen its bond with its employees must invest in the development of their employees. Woodruffe, (1999). It entails creating opportunities for promotion within the company and providing an opportunity for training and skill development that lets employees improve their employability on the internal and the external labour market Meyer & Smith, (2003) argue unambiguously that organizations will do a better retention of employees by spending more resources on training and development. An organization that provides education and training will be more competitive and productive and will win the loyalty of its less productivity. Woodruffe's argument is acceptable because unless employees are trained and developed, it would be challenging for them to be effective in performing their job. This leaves the employee discouraged and dissatisfied. When an employee is dissatisfied His/her ability to be efficient is limited hence becomes counterproductive and eventually affects the organizational performance. Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation Johnson, (2004). Career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties.

Wright et al., (2005). It is an effective way to enhance employee retention. Career development constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. It often leads to work that is more intrinsically rewarding. Johnson (2004) asserts that, it is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. He further said. People who feel appreciated are more positive about themselves and their ability to contribute. Employees who understand how their efforts contribute to the success of the organization overall are the most engaged, and therefore the least likely to leave. Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Fred Luthans (2011) has suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target. Steel et al., (2002) stated that human capital is key to any organization and employees are more likely to remain in an organization if they are satisfied through receiving comprehensive orientation and regular access to technical training. This in turn increases employee productivity and job satisfaction. According to Schneider et al., (2003), Organizational productivity and efficiency are attained by satisfying employees and being sensitive to their physical and social emotional needs in a holistic manner. Cole and Cole (2005) in a study that they conducted showed that there is a positive relationship between Job attitudes of individuals and their performance. It is important for organizations to realize that employee welfare directly affects their productivity. Attention must be paid so that it does not affect organizational performance.

Effects of Work Environment on Organizational Performance

Environment ranges from the condition of the surrounding in terms of safety, cleanliness, lighting, working conditions to relationship between peers and employees and employers and values that guide the organization. Many employees feel that they would do better if the working environment would be improved or is conducive. Its quality of facilities, tools, ergonomic design, light, air, temperature, noise, ventilation and the cooperation with managers and workers. The environment can affect the employees' productivity, safety and health psychologically. According to Best Practice (2008). The definition of the term "workplace", meaning the place which houses workstations and any other place within the area of the undertaking to which the worker has access in the course of his or her employment. Overall, the Workplace design needs to take into account of a wide range of issues. Creating better and higher performing workplace requires an awareness of how workplace impacts behavior and how behavior itself drives workplace performance.

Joroff et al. (2003) argue that in the relationship between work, the workplace and the tools of work, the workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics. It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions. Research by the architects, Gensler (2005) of 200 UK business managers supports the contention that an improved workplace would increase employee productivity by nineteen percent per cent and their own productivity by seventeen per cent. These improvements have huge implications for the economy as a whole if proven. The research was followed up by Gensler (2006) in a survey of 2,000 office workers in the USA which found that ninety per cent of the survey respondents believed that better workplace design and layout result in better overall employee performance. In a study of American society of Interior Designers (ASID), (1999), employees and their managers were asked about the importance of the physical workplace environment. Employees identified the effective utilization of space and having a workplace allows them to work efficiently as the most important aspects of the work environment. At present the workplace is different, diverse and continuously changing if compared to the past. According to Al-Anzi (2009) over ninety percent of respondents say the quality of their working environment affects their mood and attitude about their work. Almost as many, about eighty nine percent respondents believe the quality of their working environment is very important to them in view of job satisfaction. Given that roughly one in six employees considers his or her workplace unhealthy, it is worth examining specific job characteristics to determine the extent to which they correlate with employees' perceptions of healthy work environments. The factors of workplace environment impact the employee satisfaction towards the job and affect the organizations performance.

According to Hughes (2007), employees in different organizations have different office designs. Every organization office has lighting and heating arrangements, unique furniture and spatial arrangements, and different levels of noise. Comfortable and ergonomic office design is one of

the ways to motivate employees to increase their performance substantially. Other than that, the principals of management that dictate how exactly to maximize employee productivity are personal motivation and the infrastructure of the work environment. Reichheld (2006) found out that, that employee who stay in an organization for two years and above is because of factors such as benefits, pay, working environment, job satisfaction and customers. Today, working environment is very important to the employees because those employees will consider whether the working place is healthy, safe and suitable for them to work in and to enjoy peace of mind and job satisfaction. The benefit of good environment to the organization is the fact that employees are encouraged to stay hence leading to low turnover rate savings on recruitment expenses and experienced employees. It is important for the employer find out what makes their employees happy and ensure that they provide for that need so that productivity and satisfaction can be achieved.

While and Barriball (2005) defined employee satisfaction as a global feeling about one's work or a related cluster of attitudes about various factors of work environment. So depending on how employees feel about their work place, will also determine the degree of satisfaction. This means that organizations should look at their work environment broadly to ensure employee satisfaction. Ganguly (2010), maintains that the environment has been recognized as the most appropriate explanation for employee satisfaction. Illies, Wilson and wagner (2009) say that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication with coworkers, working conditions, the nature of work itself, organizational policies, organizational systems and leadership style. According to Frame (2004), he said that work conditions are defined as work itself. Chi and Gursoy (2009) stated that providing employees with outstanding internal environment is likely to lead to satisfied employee who are both loyal to the organization and are capable of providing customers with exceptional service. This suggests that when employees are satisfied, they in turn serve customers well and lead to customer loyalty and organizational productivity.

Effects of Employee Personal Attitude towards Work

According to Oxford advanced Learners dictionary, attitude is defined as the way that you behave towards something that shows how you think or feel. Many People take jobs according to how the job is reflected or viewed in the society and how people think about the organization. Ads by Google state that, Employee attitude is based on many factors that employees bring to work place. The deep root of employees makes it hard to change. Her attitude is the product of upbringing including patterns of thought and ways of looking at the world that she has learned over many years from the peers, parents' teachers and other adults. According to Malik (2009), employee performance can be predicted by giving the behavioral importance to an employee when they are at work. Employee satisfaction and yield is affected by employee performance. A direct relationship is found among employee performance and employee attitude.

According to Densten(2001), the attitude of leaders plays a vital role in developing the behaviour believes and attitude of employees. Workplace attitudes effect every person in the

organization, from the employees to the company owner. Attitudes contributes to how the work place environment is viewed. This will in turn change or develop the way employees behave and employee morale, productivity and team-building abilities is developed. Understanding how positive and negative attitudes affect a workplace is important in creating a harmonious workplace. In Kenya, the old school of employees would leave their jackets on the desk to give the impression that they are within the building and would be back shortly. This kind of behaviour at work place has been transferred from generation to generation. This shows how the employee's attitude is towards. In such environment, People are not motivated to perform and they are not satisfied with their job. This translates to poor job performance and very low productivity.

Armstrong (2013) suggests that many surveys have been conducted to measure employee attitude towards work. This has tremendously helped organizations to assess their employee attitudes and be able to help them towards the direction they should go. According to Mullins (2013) Attitudes are defined as providing a state of readiness or tendencies to respond in a particular way. According to Katz, (2009) attitudes and Motives are interlinked and, depending on an individual motive, attitudes can serve four main functions. Knowledge: It provides the basis for the interpretation and classification of new information. Attitudes provide a knowledge base and a framework within which new information can be placed. Expressive: Attitude becomes a means of expression. They enable individuals to indicate to others the values that they hold and thus express their self-concept and adopt or internalize the values of a group. Held attitude maximizes rewards and minimizes sanctions hence attitudes towards other people or objects might be held because of past positive or negative experience. Ego-Defensive attitudes may be held in order to protect the ego from undesirable truth or reality. Luthans (2011) says that job satisfaction focuses on employees' attitude towards their job and organizational commitment focuses on their attitude toward the overall organizational performance. He further says that job satisfaction is a result of employee perception of how well their job provides those things that are viewed as important.

Effects of Leadership Style on Organizational Performance

Leadership style is a leader's way of directing, implementing strategies, and motivating employees. There are many different leadership styles that can be used to run an organization. Newstrom, (1992). There are several styles that leaders use to achieve their goals and each is good or bad in different situations. Some include Autocratic or Authoritative leadership style whose focus of power is the leader and the interaction within the group move towards the manager. Laurie J. Mullins (2013). According to Robert Lussier (2015), another kind of leadership style is the directive leadership style where by the leader gives direction on what should be done and how it should be done. The employees in this case have very little power to do what they would wish to do. This kind of Leadership is also referred to Authoritarian leadership style. Participative leadership is one that gives opportunity to the employees to participate in decision making. More often, leadership is neither strong or weak and job satisfaction is neither low or high. This kind of leadership style is also called Democratic

leadership style. According to Mullins (2013) Democratic leadership, is of the view that democratic leadership style focuses more on people and there is a greater interaction within the group (Lussier, 2015). Achievement oriented Leadership style is one that the manager sets challenging tasks but achievable goals, the expectation is that the junior staff should perform to their highest. It is appropriate when employees are open to authoritarian kind of leadership.

According to Paul Hersey and Ken Blanchard (2007) situational Leadership style is where by any of the styles will be used depending on the maturity of the employees. Maturity level means experience, qualifications or readiness to do the job. Organizations are encouraged to be flexible though, to use several styles depending on the situation at hand and the emergency being attended to. Organization should be flexible and try and use more than one style so that it can meet its management needs because different situations work well with different leadership styles.

1.5 Conceptual Framework

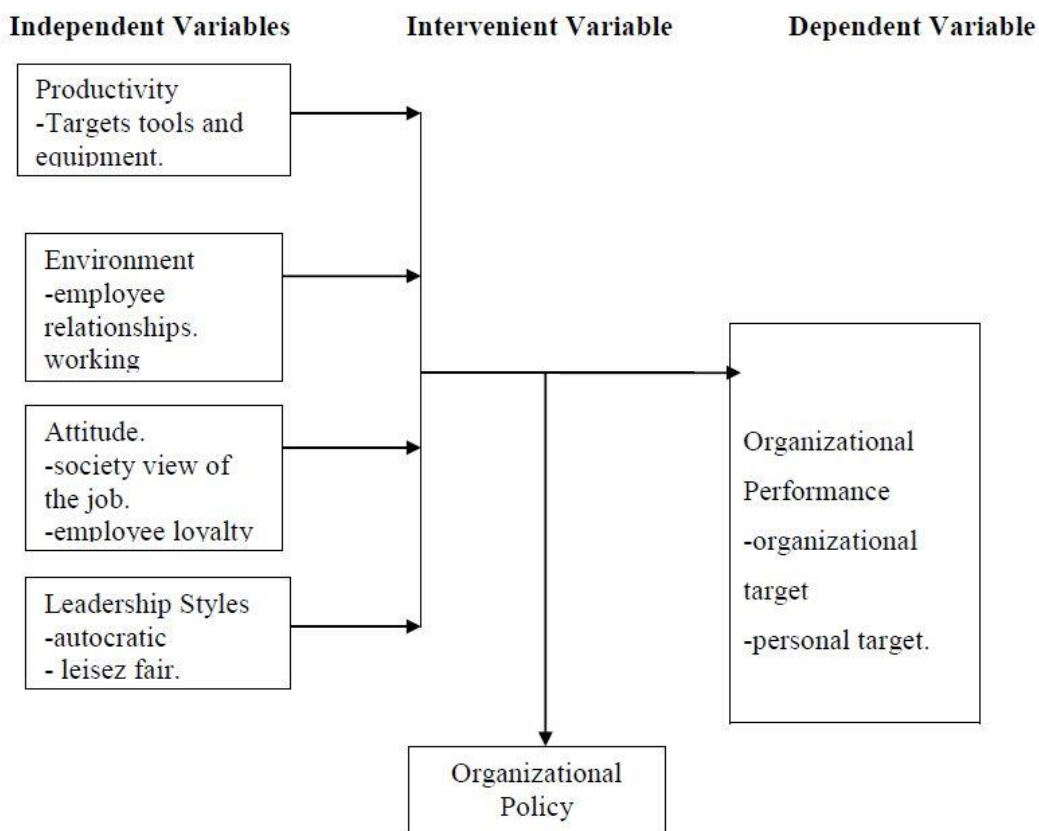


Figure 2.1: Conceptual Framework

Based on the theories (X and Y and Herzberg's theory) the conceptual framework focused on four independent variables which were productivity, working environment, attitude, and leadership styles. The dependent variables was organizational performance.

1.4 Research Methods

The study adopted a descriptive survey research design. Descriptive research design is concerned with describing the characteristics of a particular individual or a group. Kothari (2004). It is a reliable design for collecting information about people's attitude, opinions, habits or any of the variety of education and social issues (Orodho and Njeru, 2003). This design involved the measurement, classification, analysis, comparison and interpretation of data. In this study the variables of the study were effectiveness of education bursary fund and access and retention of students in secondary schools Constituency.

1.5 Findings

Employee Productivity and Organizational Performance

The findings of the study indicated that majority of the respondents stated that employee productivity influences organizational performance. The study found out that employee productivity influences organizational performance by creating morale and motivation among the employees thus propelling them to give their best in their place of work and creating team spirit which in return increases or has a direct effect on the overall performance of the organization. Majority of the respondents stated that they met the strict deadlines given to them by their supervisors in executing their duties, the county government of Trans-Nzoia provided them with attainable and realistic targets, they were provided with all the necessary working tools to facilitate their work like stationeries, internet, motorcycle for field officers and computers while only a few of them stated that their work was mentally challenging. Pearson correlation coefficient analysis was computed, the p-value was 0.000 which is less than the significant level of 0.05, ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation (r-value) is 0.712, which represented a positive relationship between employee productivity and organizational performance.

Work Environment on Organizational Performance

The study showed that majority of the respondents stated that working environment effected organizational performance in Trans-Nzoia county Government while only a few of them stated that working environment had no effect on organizational performance in Trans-Nzoia county Government. The study findings showed that conducive work environment is a source of employee motivation thus leading to improved organizational performance, creates cooperation and team work among employees and provision of equipment and working tools like stationery, motorbikes for field officers, internet and computers increases employee productivity thus improving organizational performance. However, the study noted that political interference created poor work environment which in return hinders organizational performance.

The findings of the study also revealed that on average majority of the respondents agreed that they were satisfied with the lighting conditions in their places of work within the county, the county government of Trans-Nzoia provided them with conducive physical working environment, they were satisfied with the spirit of teamwork and cooperation within the county employees, their working space was large enough for them to work comfortably and they were satisfied with the effective flow of communication from top to bottom within the county. The second hypothesis of the study was tested using Pearson correlation analysis and the p-value was 0.000 which is less than the significant level of 0.05, ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation (r-value) is 0.862, which represented a positive relationship between work environment and organizational performance.

The findings of the study are in line with the findings of Joroff et al., (2003) who argue that in the relationship between work, the workplace and the tools of work, the workplace becomes an integral part of work itself. Gensler (2005) of 200 UK business managers supports the contention that an improved workplace would increase employee productivity by nineteen percent per cent and their own productivity by seventeen per cent. Work environment has been found to significantly influence employee satisfaction and performance. Ganguly (2010), maintains that the environment has been recognized as the most appropriate explanation for employee satisfaction. Illies, Wilson and Wagner (2009) say that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication with coworkers, working conditions, the nature of work itself, organizational policies, organizational systems and leadership style.

Employee Attitude on Organizational Performance

The study establishes majority of the respondents had a positive attitude towards organizational performance in Trans Nzoia County Government while only a few of them had a negative attitude towards organizational performance in Trans Nzoia County Government. The positive attitude towards organizational performance were attributed to good remuneration, good working relation among employees within the county, conducive working environment and employee involvement in decision making. The negative attitude towards organizational performance were attributed to poor remuneration, lack of employee involvement in decision making, huge work load with no rewards or motivation, lack of training and career development and development and high level of political interference.

The study found out that employees' attitude towards organizational performance influenced their employee productivity by determined their level of motivation, commitment to their work which also affected their level of productivity and the nature of work relations they had with their fellow employees. The study findings indicate the condition of the work place and training as significant determinant of employee attitude and performance. This finding of the study concur with the findings of Al-Anzi (2009) who found out that over ninety percent of respondents say the quality of their working environment affects their mood and attitude about their work. Almost as many, about eighty nine percent respondents believe the quality of

their working environment is very important to them in view of job satisfaction. The findings of the study further showed that majority of the respondents stated that they would not consider another job outside Trans Nzoia County Government if given an opportunity because they were comfortable with the working environment, good leadership and their recurrent remuneration package. However, some of them would move jobs because they need growth and development in their career, better remuneration packages, job security and to evade political interference in their work. The study findings imply that remuneration, career development and job security are key in ensuring employee loyalty. This finding is in agreement with the findings of Reichheld (2006) that found out that, that employee who stay in an organization for two years and above is because of factors such as benefits, pay, training, working environment, job satisfaction and customers.

The researcher further tested the third hypothesis of the study and the p-value was 0.012 which is less than the significant level of 0.05, ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation (r-value) is 0.627, which represented a positive relationship between employee attitude and organizational performance. This finding of the study have been seconded by a number of findings of other researchers. For example, Malik (2009), found a direct relationship between employee performance and employee attitude. Densten (2001), the attitude of leaders plays a vital role in developing the behaviour believes and attitude of employees. Workplace attitudes effect every person in the organization, from the employees to the company owner. Attitudes contributes to how the work place environment is viewed. This will in turn change or develop the way employees behave and employee morale, productivity and team-building abilities is developed. Understanding how positive and negative attitudes affect a workplace is important in creating a harmonious workplace. Luthans (2011) says that job satisfaction focuses on employees' attitude towards their job and organizational commitment focuses on their attitude toward the overall organizational performance. He further says that job satisfaction is a result of employee perception of how well their job provides those things that are viewed as important.

Finally, the respondents were asked what they think it should be done to improve or change their attitude towards their organization. Majority of the respondents stated that there should be on-job trainings and other career development practices to improve their skills and their performance, employee should be involved in decision making processes, they should be provided with job security and the county should provide a conducive working environment particularly by providing adequate work support tools like computer, stationery and motorbike for field officers. These findings of the study are supported by Chi and Gursoy (2009) stated that providing employees with outstanding internal environment is likely to lead to satisfied employee who are both loyal to the organization and are capable of providing customers with exceptional service. This suggests that when employees are satisfied, they in turn serve customers well and lead to customer loyalty and organizational productivity.

Leadership Style on Organizational Performance

The findings of the study indicated that on the commonly practiced leadership style in Trans-Nzoia County Government was democratic leadership style, followed by bureaucratic leadership while the least practiced leadership style was autocratic leadership style. The study established that leadership styles had effect on organizational performance in Trans Nzoia County Government since it influences the way decisions were made and the level of employee involvement in the decision-making process. Leadership style influences the nature of communication especially top down communication; good leadership motivates employees thus increasing employee performance and good leadership creates good and productive work relationships thus improving organizational productivity.

The study further tested the fourth hypothesis of the study to tested whether there existed any significant relationship between leadership styles and organizational performance. The p-value was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The result indicated that Pearson Correlation (r-value) is 0.602, which represented a positive relationship between leadership styles and organizational performance.

Employee Satisfaction and Organizational Performance

The findings of the study indicated that majority of the respondents found satisfaction in their jobs. In addition, majority of them were given opportunities to be involved in decision making and the county government provided them with adequate working tools. The study found out that the level of employee performance was influenced by their level of employee satisfaction. This finding of the study have been supported by the findings of Woodruffe (1999) that when an employee is dissatisfied, their ability to be efficient is limited hence becomes counterproductive and eventually affects the organizational performance. In addition, Luthans (2011) suggested that highly satisfied employees tend to have better physical health, learn new tasks, less grievances and are less involved in job accidents. They take their jobs seriously and ensure that they meet their target. Steel et al., (2002) stated that human capital is key to any organization and employees are more likely to remain in an organization if they are satisfied through receiving comprehensive orientation and regular access to technical training. This in turn increases employee productivity and job satisfaction.

The factors that influence employee satisfaction and productivity in Trans Nzoia County was good remuneration package, provision of motivation, recognition, rewards and incentives, conducive working environment with adequate resources and work support tools, like stationary, computer, availability of internet and adequate working space. Other factors included leadership style, tribalism and favourism, political interference, training and career development, promotion and job security. The findings of the study are in agreement with the findings of Meyer & Smith, (2003) who argue unambiguously that organizations will do a better retention of employees by spending more resources on training and development. An organization that provides education and training will be more competitive and productive and

will win the loyalty of its less productivity. Johnson, (2004) further stated that career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties. Woodruffe (199) further stresses that unless employees are trained and developed, it would be challenging for them to be effective in performing their job. This leaves the employees discouraged and dissatisfied thus hindering effective performance of duties and responsibilities.

The major challenges that face the county employees which in return affect their level of satisfaction and performance include poor and delayed payment of employees' salaries and allowances, poor top down communication, lack of motivation, recognition and incentives, inadequate working space in their respective offices as well as inadequate working tools and resources like stationary, computers, internet and other office equipment. Other challenges included; lack of training especially on-job training to improve employees' skills and career development opportunities, tribalism and favourism within the county, delayed promotions, political interference, shortage of employees, corruption and job insecurity.

This finding of the study are in line with the study of American society of Interior Designers (ASID), (1999), employees and their managers were asked about the importance of the physical workplace environment. Employees identified the effective utilization of space and having a workplace allows them to work efficiently as the most important aspects of the work environment. Johnson (2004) asserts that, it is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. He further said. People who feel appreciated are more positive about themselves and their ability to contribute.

1.6 Conclusion

The study concluded that employee productivity influences organizational performance since organizational performance is an aggregate of the employees' productivity in the organization. Employee productivity influences organizational performance by creating morale and motivation as well as team spirit among the employees thus propelling them to give their best in their place of work thus affecting the overall performance of the organization. The study found out that there exists a positive and significant relationship between employee productivity and organizational performance ($r=0.712$). Thus, implying that improved employee productivity would lead to better organizational performance and vice versa.

Working environment effected organizational performance in Trans-Nzoia county Government. Conducive work environment is a source of employee motivation thus leading to improved organizational performance. Provision of equipment and working tools like stationery, motorbikes for field officers, internet and computers increases employee productivity thus improving organizational performance. A conducive work environment creates cooperation and team work among employees while that political interference creates poor work environment which in return hinders organizational performance. The study found out that there exists a positive and significant relationship between work environment and organizational

performance ($r=0.862$). Thus, implying that improved work environment would lead to better organizational performance and vice versa.

Majority of the respondents had a positive attitude towards organizational performance in Trans Nzoia County Government. The positive attitude was attributed to good remuneration, good working relation among employees within the county, conducive working environment and employee involvement in decision making. However, a significant number of the respondents had a negative attitude due to poor remuneration, lack of employee involvement in decision making, huge work load with no rewards or motivation, lack of training and career development and development and high level of political interference from the politicians. The study established that employees' attitude determined their level of motivation towards their duties which in turn affected the level of their performance, employees' their attitude determine their level of commitment to their work which also affected their level of productivity and the nature of work relations they had with their fellow employees.

The findings of the study further showed that majority of the respondents would not consider another job outside Trans Nzoia County Government if given an opportunity because they were comfortable with the working environment, good leadership and their recurrent remuneration package. However, a significant number of the respondents stated that they consider another job outside Trans Nzoia County Government if given an opportunity in search for growth and development in their career, better remuneration packages, job security and to evade political interference in their work. The study found out that there exists a positive and significant relationship between employee attitude and organizational performance ($r=0.627$). Thus implying that improved employee attitude would lead to better organizational performance and vice versa.

The findings of the study indicated that on the commonly practiced leadership style in Trans Nzoia County Government was democratic leadership style, followed by bureaucratic leadership while the least practiced leadership style was autocratic leadership style. The study found out that leadership styles influenced the way decisions were made and the level of employee involvement in the decision-making process, leadership style influences the nature of communication especially top down communication, good leaderships motivates employees thus increasing employee performance and good leadership creates good and productive work relationships particularly between senior and junior employees thus improving organizational productivity. The study established that leadership styles had effect on organizational performance in Trans Nzoia County Government. The study found out that there exists a positive and significant relationship between leadership style and organizational performance ($r=0.602$). Thus, implying that proper leadership would lead to improved organizational performance and vice versa.

Majority of the respondents found satisfaction in their jobs. Employee satisfaction and productivity in Trans Nzoia County was influenced by good remuneration package, provision of

motivation, rewards and incentives, conducive working environment, leadership style adequate resources and work support tools like stationary, computer, availability of internet and adequate working space among others. The challenges that face the county employees which in return affect their level of satisfaction and performance included: poor and delayed payment of employees' salaries and allowances, poor top down communication, lack of motivation, recognition and incentives to motivate employees, inadequate working space, inadequate working tools and resources like stationary, computers, internet and other office equipment, lack of lack of training especially on-job training to improve employees skills and career development opportunities, tribalism and favourism. Lastly, the study concluded that job satisfaction ($p = 0.000 < 0.005$) significantly affected organizational performance in Trans Nzoia County Government.

1.6.1 Recommendations

Based on the findings, the study recommends:

- i) To improve or change employees attitude, Trans Nzoia County government should introduce on-job trainings and other career development practices to improve employees' skills and ensure provision of job security hence improve organizational productivity.
- ii) To increase the level of employee satisfaction and performance, Trans Nzoia County government should create a conducive working environment particularly by providing adequate work support tools like computer, stationery and motorbike for field officers as well as reducing political interferences.
- iii) To better the existing leadership style, the employee of Trans Nzoia County government should be involved in decision making processes or consulted before major decisions that affect their work life are made.
- iv) Finally, there should be open and clear communication particularly top down communication in Trans Nzoia County government because the nature of communication in an organization affects employee work relations, level of satisfaction as well as organizational performance.

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