

## Influence of Leadership on Job Satisfaction at Selected Government Organizations in Nairobi County

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### Abstract

Public organizations in Kenya have become vulnerable to losing their highly qualified, knowledgeable and experienced employees to well-paying public and private organizations. The consequences of losing such employees are dire since public organizations invest heavily on their employees in terms of recruitment, induction, training, development, maintaining and retaining of such employees. This study evaluated the influence of leadership on job satisfaction in selected government organizations in Nairobi County. To achieve this objective, the study was guided by Locke's Value Theory, Maslow Hierarchy of Needs Theory and Herzberg Two Factor Theory. The study employed a descriptive research design. The population of this study was 5850 employees at both managerial and non-managerial positions in Teacher Service Commission, Kenya National Examination Council and Higher Education Loans Board. The sample size was 400 respondents. Data was collected using structured questionnaires. The collected data was analyzed using descriptive and inferential statistics. The response rate was 300 questionnaires representing 80.2% response rate. Findings established that leadership had a good correlation association with job satisfaction ( $r=0.642$ ). The results indicated that there was a positive and significant association between leadership and job satisfaction. The study concluded that leadership is a critical element of enhancing job satisfaction among the employees of entities of the Ministry of Education. Thus, the leadership of these organizations should lead by example to inculcate employee job satisfaction.

**Keywords:** Leadership, Job Satisfaction, Government organization, Nairobi County

**DOI:** 10.7176/EJBM/13-12-06

**Publication date:** June 30<sup>th</sup> 2021

### Introduction

The concept of job satisfaction deals with the level of contentment of an individual in the workplace. Tungkiatsilp (2013) in a study on job characteristics and job satisfaction in India argued that the state of positive attitude of an employee towards their job constitutes job satisfaction. The definition looks at job satisfaction as an individual attitude towards the job as shown from their feelings, beliefs and behaviours. An individual with a high level of job satisfaction has positive behaviour towards the job while one who is dissatisfied has negative tendencies towards the stated job.

Studies related to the concept of job satisfaction may be traced way back in the industrial revolution in the United States of America (USA). Majority of the earlier global studies dealt with the aspect of maximizing the input of workers during the scientific management era (Unutmaz, 2014; Redman & Snape, 2010, 2010; Mullins, 2005). During this period, Fredrick Taylor put emphasis on employee's relations and methodologies of undertaking employee training (Bono, Glomb, Shen, Kim & Koch, 2013). Taylor hypothesized that to increase employee productivity, there was need to lay emphasis on clarity of assigned daily tasks, standardization of conditions of work, and high remuneration for achieved tasks. These studies began to take new direction when (Elton Mayo, 2010) focused on the positive and negative reactions towards the job through the study of effect of lighting on employee performance (Kabir, 2011). (Elton Mayo, 2010) later introduced other factors such as temperature, fatigues, working time and breaks as inducement for enhanced performance. Through studying employees and provision of more attention in their workplace, their motivation and performance was enhanced by studies led by Mayo. Employee job performance continued to improve because of the uniqueness of the situation of employee job satisfaction studies (Sadri & Bowen, 2011; Luthans, 2005). Other researchers have continued to offer more emphasis that satisfied employees are more productive in the workplaces (Kabir, 2011; Kawada, Tomoyuki, & Otsuka, Toshiaki, 2011). A snapshot reveals that in Kenya different authors have conducted studies on varying aspects of job satisfaction. Seggawa (2014) in a study on influence of employee job satisfaction on performance noted that intrinsic factors like level of responsibility at work, recognition, work meaningfulness and the extent to which employees believe their work has a significant contribution to job satisfaction. Njiru (2014) showed that employee dissatisfaction was brought about by inadequate remuneration,

poor working environment, rigid leadership styles, too much workload, poor academic performance, lack of promotion opportunities, poor interpersonal relations and inadequate teaching equipment and resources. Kinyua (2014) on a study on job satisfaction amongst teachers stated that factors influencing job dissatisfaction included poor leadership, special allowance, the physical facilities, procurement of resources, work environment, teaching and learning materials, current salaries and slim promotion opportunities.

The increasing level of job dissatisfaction among employees within the public organizations in Kenya needs to be addressed since it affects the performance of these organizations (Agoi, 2015). Rahman, Akhter and Khan (2017) stated that dissatisfied employees is the leading cause of poor performance amongst organizations. Kawada et al. (2011) and Khalid et al. (2012) stated that job characteristics, work environment, leadership, benefits and employee demographic factors are crucial in understanding job satisfaction. As suggested by Kawada et al. (2011) and Khalid et al. (2012) few local studies have focused on job characteristics, work environment, leadership, benefits and employee demographic factors as crucial determinants of job satisfaction in public organizations. Indeed, Ssegawa had also recommended for the need for a study on high turnover in public organizations in Kenya. Therefore, the researcher sought to bridge the knowledge through an in-depth examination on influence of leadership on job satisfaction at TSC, KNEC and HELB in Nairobi.

### **Literature Review**

Redman and Snape (2015) defined leadership as a process of interaction between leaders and employees in which a leader tries to influence the behavior of employees to achieve organizational goals. Organizational leadership at all levels has to input their efforts in ensuring that employees are guided and equipped with the necessary leadership and equipment to undertake their work adequately. Buford (2011) identified poor leadership as a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training. When making decisions to choose managers it is worth noting that although one might be a stellar performer in their area of expertise, they rarely automatically possess the skills knowledge, and abilities to perform at the same level as managers and leaders. This means for organizations to succeed in selecting the right managers they have to take time to use evaluation tools such as behavioral interviews or psychological assessments to identify the right managers (Govender & Parumasur, 2010). Guest (2010) noted that relations between managers and employees have a significant effect on organization performance and job satisfaction. Bad relations often lead to violations of psychological contract, low levels of fulfillment of perceived promises and commitments made by the organization. Quality supervision requires one to have good leadership qualities. Bosses are expected to be in tune to their people. Golshan, Kaswuri and Agashahi, (2010) noted that leaders are expected to take charge effectively of the team they lead. It is also important for them to boost performance by watching their peoples back: making it safe for them to learn, act and take intelligent risks; shielding them from unnecessary distractions and external idiocy and doing hundreds of little things that help them achieve one small win after the other and feel pride and dignity along the way. Leadership through supervision or management plays a pivotal role relating to job satisfaction in terms of the ability of the supervisor or manager to provide emotional support and technical guidance with job related tasks (Robbins et al., 2003). According to Kemboi (2016), transformational leadership theory emphasizes the importance of leaders inspiring subordinates admiration, dedication and unquestioned loyalty through articulating a clear and compelling vision. Transformational leadership is a model which comprise four attributes; intellectual stimulation, individualized consideration, idealized influence and inspiration motivation. On the other hand, Allen et al., (2000) proposed that mentoring by supervisors in order to build a mutual understanding and relationship in between the supervisor and the employees. This in effect will create a mutual satisfaction between employee and supervisor to enhance organization performance. The mentoring is used for development-orientation while on the other hand non-supervisory mentor may increase mentee's confidence by providing access to outside organization (Scandura & Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer. Familiarity with the characteristics of people orientations towards work and communication has many consequences for forecasting behavior in the organizational setting (McCroskey et al., 2004b). Perhaps this explains why recognizing and knowing what to expect from supervisors allows employees to better adapt and change their communication behaviors. Furthermore, the communicative association between the supervisor and their juniors has substantial potential to affect the satisfaction of both parties (McCroskey et al. 2005). Generally, high levels of supervisor friendliness, emotional strength and extraversion connected to subordinate satisfaction with a supervisor. Chen et al. (2005) surveyed 18 of Taiwan's higher education nursing schools that had a minimum of 20 full-time faculty members. The survey found out that idealized consideration, a transformational leadership factor, and contingent reward, a transactional leadership factor, were positively significant predictors of faculty job satisfaction. Public sector organizations like TSC, HELB and KNEC are claimed to lack job intrinsic factors like freedom, involvement in decision making, interesting work activities, role clarity and task significance

(Graham and Hays, 1993). Skilled leaders in organization are thus vital in addressing intrinsic job factors to promote job satisfaction.

### **Methodology**

The study employed a descriptive research design. The descriptive survey design was chosen because the objective of the study is to describe, explain and validate generalizable findings. The researcher found it appropriate that a descriptive research design was appropriate for this study since this study was concerned with assessing the influence leadership on job satisfaction in the selected government organization in Nairobi County, Kenya. Ssegawa (2014) also used descriptive survey design in a similar study on factors influencing employee job satisfaction and its impact on employee performance: a case of Unilever Kenya. This study focused on three government organization (KNEC, TSC and HELB) with a targeted population of 5,835 managerial and non-managerial employees of these organizations. Various sampling techniques were used in this study. First, purposive sampling was used to select three government organizations (KNEC, TSC and HELB). Orodho (2009) defines purposive sampling as the technique that statistically select study samples by the way of certain set criteria. The three organizations were purposively selected since they have the largest number of employees under the Ministry of Education. Secondly, stratified sampling technique was used to create three strata of the population of the three organizations. Thirdly, proportionate stratified sampling was used to select representative samples of employees from each of the three strata and also samples of managerial and non-managerial staff in the three organizations. Finally, to select the individual respondents, the study used Yamane (1967) sample size formula arriving at a sample size of 374. The study used self-administered questionnaires to collect data from the respondents. A pilot test was conducted to assist in determining if there were flaws, limitations, or other difficulties in filling the questionnaires. To test the reliability of the research instrument, the study used the Cronbach Alpha rule of thumb that states that if the Cronbach values of the items to be included in the study should not be lower than 0.7 (Cronbach, 2004). Validity of the instrument was tested using the content and construct validity. Content validity refers to the degree that the instrument covers the content that it is supposed to measure (Creswell, 2014). To validate the questionnaires, the study adopted face validity which is a form of content validity. This involved guidance from the supervisors using reviews and comments on the content to enhance the quality of the instruments. The study employed a pick and drop method to administer the questionnaire to the respondents where the respondents were able to pick them from a visible central points and drop them after filling at a strategic place. Data was analyzed using two methods namely descriptive and inferential analysis.

### **Results and Discussions**

From the descriptive analysis, majority (72%) were in agreement that the leadership skills from their supervisor sometimes and/or often guides them in performing their job while 33.3% were of the opinion that the leadership knowledge of their managers often enables them to successfully complete tasks. In addition, 55% agreed that the leadership experience of their supervisor always motivates them to successfully perform duties with 33.3% stating that communications sometimes seems good within this organization. Further, 64.4% said that supervisors sometimes encourage them to be their best through guidance. Finally, 52.2% said that senior managers sometimes visibly demonstrate a transformational leadership. Table 4.3 gives a description of the responses on leadership description. The findings complement Guest (2010) statement that relations between managers and employees have a significant effect on organization performance and job satisfaction. It also support Robbins et al. (2003) that leadership through supervision or management plays a pivotal role relating to job satisfaction in terms of the ability of the supervisor or manager to provide emotional support and technical guidance with job related tasks. The implication is that the skills and experience levels of the management of TSC, HELB and KNEC play a pivotal role in inculcating employee job satisfaction. Before the inferential analysis, a number of diagnostic tests were conducted. Reliability Analysis was conducted to ensure the internal consistency of the items of the variables. This was assessed using Cronbach's Alpha where the Cronbach's Alpha values of leadership was 0.806 indicating a good subscale reliability. Normality test was also undertaken to test the Skewness and kurtosis in order to measure normality test. Normality ranges from -1.0 to + 1.0 under the kurtosis and skewness values. The values of skewness and kurtosis indices did not exceed the absolute values of 1 and, therefore, the data set was considered to follow normal distribution and consequently the relationship would be tested using multiple linear regressions. Finally correlation analysis was undertaken using Pearson Correlation Coefficient ( $r$ ) with scores of +1 to -1. Leadership was found to be positive and significantly related to job satisfaction ( $r=0.642$ ,  $p\text{-value}=0.000<0.05$ ). This shows that leadership had the good association with job satisfaction. The objective of the study was to assess the influence of leadership on job satisfactions at government organization in the ministry of education in Kenya. The study findings of the model summary of leadership and job satisfaction in Table 1 showed that the coefficient of determination ( $R^2$ ) was 0.527 which implies that leadership explained 52.7 percent of the variations in job satisfaction of employee in these

organizations.

**Table 1.0 Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 <sup>a</sup>	.527	.445	.638

- a. Predictors: (Constant), Leadership
- b. Dependent Variable: Job satisfaction

In the analysis of variance (ANOVA) statistics of leadership in Table 2, the F-value was 6.4449 and the p-value was 0.000. These results showed that the influence between leadership and job satisfaction was significant with p-values less than 0.05 at  $\alpha = 0.05$  level.

**Table 2.0 Analysis of Variance (ANOVA)**

Model		Sum of Squares	Mean Square	F	Sig.
1	Regression	13.112	2.622	6.449	.000 <sup>a</sup>
	Residual	11.792	.407		
	Total	24.904			

- a. Predictors: (Constant), Leadership
- b. Dependent Variable: Job satisfaction

The null hypothesis was that of this study was that Leadership has no statistical significance on job satisfaction in selected government organizations in Nairobi County. Results in table 4.16 had shown positive and significant association in leadership and job satisfaction since  $\beta = .728$ ,  $t = 4.449$ ,  $p < .05$ . This led to the rejection of the null hypothesis and acceptance of alternate hypothesis that there is a significance influence of leadership and job satisfaction. Since estimation of regression of leadership was 0.728, the imperative is that it contributed 72.8% of job satisfaction. The findings support Wright and Davis (2003) who established that leadership is the most critical factor for enhancing employee job satisfaction in public organizations.

### Conclusion

The objective of the study was to assess the influence of leadership on job satisfaction at government organizations in the ministry of education. The findings of descriptive analysis revealed that majority (72%) were in agreement that the leadership skills from their supervisor sometimes and/or often guides them in performing their job. In addition, 55% agreed that the leadership experience of their supervisor always motivates them to successfully perform duties. Further, 64.4% said that supervisors sometimes encourage them to be their best through guidance. The findings support Robbins et al. (2003) that leadership through supervision or management plays a pivotal role relating to job satisfaction in terms of the ability of the supervisor or manager to provide emotional support and technical guidance with job related tasks. The implication is that the skills and experience levels of the management of TSC, HELB and KNEC play a pivotal role in inculcating employee job satisfaction. Findings on the influence of leadership on job satisfaction revealed that 67.8% of respondents stated that they often do not intend to leave the job due to motivation from the experienced supervisor. The findings agree with Golshan, Kaswuri and Agashahi (2010) who noted that leaders through supervision or management plays a pivotal role relating to job satisfaction in terms of the ability of the supervisor or manager to provide emotional support and technical guidance with job related tasks. The reality of the findings is that organization leaders in TSC, KNEC and HELB are important in inspiring employees' admiration, dedication and unquestioned loyalty and the totality of job satisfaction. Findings of inferential statistics showed that leadership had the best association with job satisfaction ( $r^2 = 0.642$ ). Therefore, there was a positive and significant association between leadership and job satisfaction. This led to the rejection of the null hypothesis and acceptance of alternate hypothesis that there is a significance influence of leadership and job satisfaction. Since estimation of regression of leadership was 0.728, the imperative is that it contributed 72.8% of job satisfaction.

### Recommendation

The study established that leadership had a good association with job satisfaction. Therefore, the study concluded that leadership is a critical element of enhancing job satisfaction among the employees of entities of the Ministry of Education. Thus, the leadership of these organizations should lead by example to inculcate employee job satisfaction.

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