



**ORGANIZATIONAL VALUES ON EMPLOYEE JOB SATISFACTION AT THE COUNTY GOVERNMENT OF BUSIA;
KENYA**

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ABSTRACT

Job satisfaction is a feeling of enjoyment or fulfilment which employees derive from their job or view their work. Supervisors should concentrate about employees' job satisfaction level as this leads to contentment associated with a job; hence, liking a job intensely, ultimate result is normally the experience of high job satisfaction. Dislike of a job intensely, one experiences job-dissatisfaction. Culture on the other side defines how or the way things are done around. Organizational culture can be defined as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. 'Values' refer to what is believed to be important about how people and organizations behave. Organization's environment has a significant effect on employees' satisfaction; therefore, the need for emphasis on management to improve the work environment of employees to boost productivity as this would enhance job satisfaction. This study focused on organizational factors and employee job satisfaction at the County Government of Busia; Kenya. The study relied on reinforcement theory, expectancy theory and equity theory. The objective of the study was to determine the influence of organizational values on employee job satisfaction at the County Government of Busia; Kenya. The study employed descriptive cross sectional survey. Target population included employees of County Government of Busia; Kenya, sampling frame applied was employees from County Government of Busia Ministry offices, the technique of sampling was proportionate sampling technique. The instrument of data collection was the questionnaire and piloting was taken at the County Government of Busia employees who were not part of the major study. The descriptive and inferential statistics was analyzed using Statistical Package for Social Science version 24 (SPSS) software. The findings are represented using descriptive statistics such as frequencies, percentages and graphs and inferential results. From the regression results, the study found that the organizational values had an effect on job satisfaction at the County Government of Busia; Kenya. The researcher therefore recommended that counties should develop well-structured Organizational Values to enhance the employee's wellbeing and sense of belonging. This would lead to employee commitment thus feeling satisfied with their job.

Key words: *Organizational Values, Organizational Culture, Job Satisfaction*

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INTRODUCTION

Organizations are encountering several challenges due to the dynamic nature of the environment. One of these challenges has been the desire to satisfy their employees in order to cope with the ever changing and evolving environment and to achieve success and remain in competition (Sree & Satyavathi, 2017). Anju and Sona (2011) define job satisfaction as the mental feeling of favorableness, which an individual has about his job. It is often said that "A happy employee is a productive employee." Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being.

Many scholars have defined Job satisfaction in different ways, among them; (Newstrom, 2007; Sarker *et al.*, 2015) define it as a set of favorable or unfavorable feeling and emotions with which employees view their work and the supervisors should concentrate about employees' job satisfaction level. Essen (2007) describes job satisfaction as the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction. A standout among the frequently referred definitions on job satisfaction is that job satisfaction needs to do with the way individuals feel about their job and its different perspectives. It needs to do with the degree to which individuals like or abhorrence their job. That is the reason job satisfaction and job dissatisfaction can show up in any given work circumstance (Aziri, 2011).

Aziri (2011) claimed that the quality of job fulfillment was within the range of excessive fulfillment and excessive discontentment. Also, according to Kaliski (2007) job fulfillment can be considered emotions of success and how effective a worker is on his/her job which can have a primary connection to worker efficiency as well as wellness of the staff member. Bos *et al.* (2009) described

that job fulfillment has five factors which involve freedom, expertise attention, support from excellent, chances to further knowledge and connection with co-workers. Shaju and Subhashini (2017) added their voice by noting that there exists a positive correlation between the dimensions of job satisfaction and performance of employees. Alikor and Ojor (2021) studied the relationship between non-discriminatory practices and employee work attitudes of oil and gas companies in Nigeria. The findings showed that there was a positive and significant relationship between non-discriminatory practices and employees' work attitudes of oil and gas companies in Nigeria and recommended that companies should adequately assimilate employees to blend them as a team and increase their positive work attitudes for improved productivity.

As a result, Ogbulafor (2011) suggested that employee performance was instrumental to organizational growth and profitability. The employees are regarded as the major business resources that help the daily activities and operations of an organization (Mudah, Rafiki & Harahap, 2014; Rahmean *et al.*, 2017). Agbozo, Owusu, Hoedoafia and Atakorah (2017) studied the Effect of Work Environment on Job Satisfaction in Ghana. Their study indicated that most of the staff at the bank are satisfied with their work environment especially the physical ambiance. They concluded that the environment had a significant effect on employees' satisfaction. They therefore, emphasized the need for management to improve the work environment of employees to boost productivity.

Jehanzeb *et al.*, (2012) figured degree of advantages, inspiration and job fulfillment of workers has a strong relationship in the financial industry of Saudi Arabia. Rahman *et al.* (2012) figured the female workers overall job fulfillment of private banks is associated with adequate compensation for perform, available chance of promotion, job analyzed advantages, identification for great perform, pleased supply wage rise,

pleased supply wage rise, pleased inspiration and advantages, wage increases on performance, motivated to operate pleased available chance, training course regularly, pleased space available, pleased atmosphere. Miah (2018) concluded that there is a strong positive relationship between employee job satisfaction and organizational performance.

Job satisfaction has been explored from a number of perspectives in Kenya. Mollokent and Ombui (2022) explore the effect of employee welfare programs on employee job satisfaction in the public sector in Kenya, a case of Nairobi City Water and Sewerage Company Limited. Their results revealed that all the employee welfare programs dimensions had a positive and significant relationship with employee job satisfaction. However, the magnitude of the influence was different for the specific employee welfare programs dimensions. The study recommended that the management is mandated to increase and plan for effective bonus to enhance employee job satisfaction.

Erima and Mukanzi (2019) determined the influence of employee learning opportunity on job satisfaction in the County Government of Kakamega. The study concluded that providing employee learning opportunities had a significant influence on job satisfaction among employees working at the County Government of Kakamega. On their part, Wanyama and Rotich (2018) investigated the effect of strategic change on employee job satisfaction at Airtel Kenya Limited using theoretical and empirical studies. The findings indicated that strategic change is closely associated with organization performance outcomes and therefore to experience job satisfaction the firm need to ensure proper implementation of strategic change in order to reduce employee turnover, increase productivity, profits and growth.

Chisaka and Gichinga (2018) examined the job satisfaction factors influencing teachers' performance in public primary schools in Mombasa County. Using the factors of work environment, compensation, teachers' qualification and gender

difference, they were all found to be important factors influencing job satisfaction. There was high positive correlation between teacher's performance and each of the four independent variables. The study concluded that all the four factors were important in determining teacher's performance in Kenya. It, thus, recommended that both private and public institution should create a working environment that makes employee feel part of the organization. Macharia and Omondi (2016) observed in their study on the relationship between human resource management practices and employee job satisfaction in Public Universities in Kenya. The study found that reward systems, training, communication and recruitment affect employee job satisfaction in KU considerably. The study concluded that there were many factors that may enhance job satisfaction of employees like working conditions, work itself, supervision, policy and administration, advancement, compensation, interpersonal relationships, recognition and empowerment.

Organizational culture has also been looked at by some scholars. Mulwa, Kilonzo and Ochieng (2020) studied organizational culture on strategic change management in Makueni County Government, Kenya. The study found that organizational culture determined strategic change management implementation at the county government of Makueni with organizational leadership and organizational culture having greater influence. The study concluded that implementation of strategic change management was explained by organizational culture. Mwangi and Nzulwa (2019) focused on establishing the extent to which internal organizational factors may affect employee retention in an organization in Kenya. The study found out that there was a strong positive association concerning culture, leadership, strategy, and structure and retention of employees. The study recommended that: There is need for organizations to develop a culture that is flexible and adopt a decentralized approach of management that creates room for employees at

the lower cadres of management to make decisions that affect them directly in line the authority accorded to them.

This study had an interest on organizational values which refers to the generalized beliefs held by members of the organization as to desirable activities within the organization, which reflect organizational goals and the means to attain them (Schwartz & Davis, 1981). According to Kwon, Beatty and Lueg (2000), the most frequently mentioned values across the sampled mission statements included: customer orientation, employee orientation, quality orientation, professionalism, and financial orientation. The most common organizational values found in the literature (teamwork, stability, efficiency, financial orientation, innovation, quality orientation, outperforming competition, internal competition, communication, customer orientation, professionalism, responsiveness, rules, partnership, helpfulness, employee orientation, and autonomy) (Beatty 1988; Reynierse & Harker 1986; Victor & Cullen, 1987).

Employee orientation' focuses on the well-being and development of people in an organization. It may be expressed through human resource development, open communication between top management and employees, and commitment to and respect for employees (Beatty 1988; Bowen & Schneider 1988). Financial orientation' provides an emphasis on increasing corporate income by either achieving a high sales level or by minimizing costs. Mission statements should reflect the key organizational values. Understanding the presence or absence of these can be helpful in determining the direction set by the organization in attaining its key values (Kwon *et al*, 2000).

Previous research suggests that buyers evaluate the firm's relational performance mainly through perceptions of employee performance (Berry 1995; Czepiel 1990). In other words, the actions of boundary-spanning role or customer-contact employees during service encounters play a pivotal role in the development of enduring buyer-seller

relationships and customer retention (Bowen & Schneider, 1985; Gronroos, 1990; Czepiel, 1990). In past research on organizational values (Bowen and Schneider 1988; Peters and Waterman 1982), it has generally been suggested that an organization's values must be strong and possess distinctive contents to contribute to performance (the strong culture hypothesis) (Dennison 1984). Components of a firm's value system are basically derived from strategies, policies, organizational rituals, or mission statements.

Organizational values are a part of organizational culture and represent relatively permanent, motivational, emotionally positive categories, for which people believe that they are worth aspiring to (Gorejan & Fernak, 2015). Values are beliefs upon which individuals perform their tasks on the basis of their preferences (Rokeach, 1973). Organizational values are written within organizational culture, given that organizational culture defines expectations regarding behavior, modes of conduct, modes of decision-making and communication styles (Swartzch, 1992). Hultman (2005) emphasizes that managers may be under intense pressure to help organizations increase productivity, efficiency, and short-term profits at all costs with little regard for other values. Organizations use organizational values to inspire their employees as well as their customers. Kenny (1994) proposed that just like every human community has its own value system, every organization has its own value system. In this context Mesner Andolšek (1995) has established a relationship between individuals' values and organizational values, where she said that values of organization have grown from values of individuals that have shaped the organizational culture, and since organizational values are one of fundamentals of organizational culture this makes organizational values grow from individual values. Organizational values are intended to inspire employees with creative energy that will push organization forward towards desired goals. Svetlik (2004, p. 323) says that organizational values are values that are being pushed forward by the management and have

proven itself as a good foundation for development of organization.

Statement of the Problem

Job satisfaction has been explored from a number of perspectives in Kenya. Mollokent and Ombui (2022) explore the effect of employee welfare programs on employee job satisfaction in the public sector in Kenya, a case of Nairobi City Water and Sewerage Company Limited. Their results revealed that all the employee welfare programs dimensions had a positive and significant relationship with employee job satisfaction. However, the magnitude of the influence was different for the specific employee welfare programs dimensions. The study recommended that the management is mandated to increase and plan for effective bonus to enhance employee job satisfaction. Erima and Mukanzi (2019) determined the influence of employee learning opportunity on job satisfaction in the County Government of Kakamega. The study concluded that providing employee learning opportunities had a significant influence on job satisfaction among employees working at the County Government of Kakamega.

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and adopt a decentralized approach of management that creates room for employees at the lower cadres of management to make decisions that affect them directly in line the authority accorded to them.

Most of the scholars had little to do with the study of organization values on Job Satisfaction which is equally a very important subject matter to any given employer and employee, especially in County Governments; such raises a research gap and more so in addition to conceptual, contextual and methodological differences findings among the scholars, this study gave light on the effect of organizational values on job satisfaction at the County Government of Busia; Kenya.

Objective of the Study

The study determined the effect of organizational values on job satisfaction at the County Government of Busia; Kenya. The research was guided by the following research hypothesis;

- **H₀:** Organizational values do not significantly influence employee job satisfaction at the County Government of Busia ; Kenya

LITERATURE REVIEW

Theoretical review;

Reinforcement Theory

B.F Skinner's (1969) work is built on the assumption that behavior is influenced by its consequences. Reinforcement theory is the process of shaping behavior by controlling consequences of the behavior. Reinforcement theory proposes that you can change someone's behaviour by using reinforcement, punishment, and extinction. Rewards are used to reinforce the behaviour you want and punishments are used to prevent the behavior you do not want. Extinction is a means to stop someone from performing a learned behavior. The theory states that "an individual's behavior is a function of its consequences" (Management Study Guide, 2013). Reinforcement theory has been used in many areas of study to include animal training, raising children, and motivating employees in the

workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. By applying his thoughts on adjusting motivation through various stimuli, industries such as business, government, education, prisons, and mental institutions can gain a broader understanding of human behavior. In understanding why any organism behaves the way it does, Skinner saw no place for dwelling on a person's intentions or goals (Banaji, 2011).

According to Huitt and Hummel (1997), four methods are employed in operant conditioning: positive reinforcement, negative reinforcement, positive punishment, and negative punishment. Positive reinforcement is any pleasant or desirable consequences that follows a response and increases the possibility that the response will be repeated (Wood, Wood, & Boyd, 2005). Positive reinforcement uses the reward system. The reward system is a collection of brain structures which attempt to regulate and control behavior by inducing pleasurable effects. Negative reinforcement is a psychological reinforcement by the removal of an unpleasant stimulus when a desired response occurs. Negative reinforcement uses the reward system. A person is rewarded for desired behavior by having something unpleasant removed. This removal is the reward (McLeod, 2007). Positive punishment is easier for people to identify because it is common in society. It is usually called "punishment" or "punishment by application" (Hockenbury & Hockenbury, 2010). Positive punishment occurs when a stimulus is presented following an undesired behavior and subsequent occurrences of the undesired behavior are reduced or eliminated (Cheney & Pierce, 2004).

Negative punishment involves removing a pleasing stimulus other than the one maintaining the behavior in order to decrease the frequency of the behavior. Normally, the behavior decreases immediately (M. Sundel & S. Sundel, 2005). An example of negative punishment might be an office worker who disrupts his co-workers by constantly chatting about non work-related subjects. Another

form of negative punishment could be the removal of his desk from his co-workers and placement in a more isolated area. This theory was used in this study to show how enforcement of organizational values and norms may influence what people do and how they do them.

Expectancy Theory

Developed by Vroom (1964), the theory provides a process of cognitive variables that reflects individual differences in work motivation. The concept of expectancy was originally contained in the valency-instrumentality-expectancy (VIE) theory that was formulated by Vroom (1964). Valency stands for value; instrumentality is the belief that if we do one thing it will lead to another; and expectancy is the probability that action or effort will lead to an outcome.

The expectancy theory is based on four assumptions. One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally.

According to Robbins (2013) Expectancy Theory is a theory that says that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The way in which the Expectancy theory works is as follows: Employees have personal goals which they like to achieve and for this reason they work in organizations. These personal goals can be fulfilled by organizational rewards or work outcomes. Therefore, the relationship between organizational rewards or work outcomes and personal goals is important i.e.

to what extent organizational rewards fulfill an employee's personal goals and how attractive are those rewards to the employee. This relationship can also be expressed as the value the employee gives to the work outcomes.

Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" (Chen & Fang, 2008). In other words, it can help explain why a person performs at a particular level. This theory is used in this study to show the link between the management approaches used in enhancing motivation and employee job satisfaction. Since provision of instruments of work also contributes to work and therefore job satisfaction, the variable on organizational artifacts also applies to the theory.

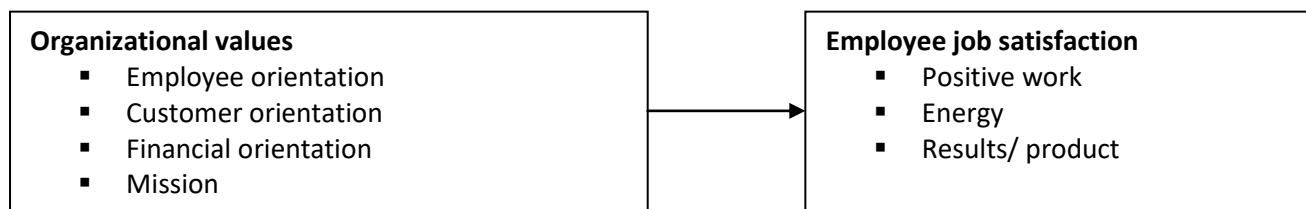
Equity Theory

According to Smith (1950) equity theory states that a person's job satisfaction depends upon his perceived equity as determined by his input-output balance in comparison with input- output balance

of others. Every employee compares his rewards with those of others. If an employee feels his rewards are equitable as compared to others doing similar job, he will feel satisfied and vice versa (Your Article Library, 2019).

Equity theory suggests that individuals assign weights to various inputs and outcomes according to their own perception of relative importance. Equity theory refer to a process of job satisfaction that focuses on individuals' perceptions of how fairly they are treated in comparison to others. This implies that, if employees perceive that they are treated less favourably than their colleagues, they are likely to be dissatisfied and they will not perform well. This theory therefore asserts that people compare the ratio of their outputs to inputs with the ratio of outputs to inputs of others. Equity Theory proposes that a person's satisfaction is based on what he or she considers being fair when compared to others (Redmond, 2010).

Conceptual Framework



Independent Variable

Figure 1: Conceptual framework

Dependent Variable

METHODOLOGY

Research Design: This study adopted a descriptive cross sectional survey so as to determine the frequency or level of a particular attribute in a defined population at a particular point in time, (Lotta, 2012). Cross sectional surveys was also useful in assessing a particular attitude, knowledge and beliefs of either the entire population or portions of the population with certain

characteristics, and from these individuals, sufficient and precise data relevant to meet the specific objectives of the study was collected, guarded against bias to ensure maximum reliability as Kothari and Garg ,(2014) recommend.

Target Population: According to Mugenda and Mugenda, (2004) target population is that population to which the researcher wants to generalize the results of the study. It is also

described as a total of all that conforms to given specifications (Kothari, 2008). The target population of the study was drawn from 180 employees of Busia County, from three existing Ministries.

Sampling Frame, Size and Technique: According to Mugenda, (2008), sampling frame refers to the ultimate entities which may be people, households, organizations or other units of analysis. It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). The sampling frame in this study was derived from three Busia County Ministry offices. The sample size was **120** employees which represented **66.7%** of the total population. The researcher used proportionate sampling to determine a representative sample from every strata.

Data collection Instruments: The study used primary data which was obtained using structured questionnaires entailing questions on organizational values, organizational norms and artifacts. The questionnaires were self-administered and since the researcher wished to establish if any relationships exists between organizational culture and employee job satisfaction at the County Government of Busia. The questionnaire will be subjected to reliability and validity test.

Data Processing and Analysis: Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS).version 24 software. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference.

Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship

between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data.

Study conceptualized Regression Model;

$$y = \beta_0 + \beta_1 X_1 + \varepsilon$$

y = Job Satisfaction

β_0 = Constant

X_1 = Organizational Values

$\{\beta_1\}$ = Beta coefficients

ε = the error term

FINDINGS AND DISCUSSIONS

A total of 120 questionnaires were self-administered to the respondents and 84 questionnaires were returned duly filled, translating to a response rate of 70%. This was a good response rate adequate for analysis and reporting.

Descriptive Statistics;

Descriptive Results for organizational values

The study wanted to examine the effect of organizational values on the Employee Job Satisfaction in Busia County. The effect of organizational values was conceptualized using five statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 1 gives statistics there from.

Table 1: Organizational Values

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
We value our customers and make efforts not to lose any of them	20	23.8	36	42.9	18	21.4	5	6.0	5	6.0
Employees are provided with opportunities for growth and feel valued in this company.	8	9.5	44	52.4	19	22.6	6	2.1	6	2.1
The well-being of each employee is taken seriously at the company.	3	3.6	5	6.0	25	29.8	40	47.6	11	13.1
There have been efforts to reduce costs while offering the best services to our clients	3	3.6	4	4.8	16	19.0	9	61.9	9	10.7
The company has focused on improvement of sales	5	6.0	4	4.8	15	17.4	42	50.0	18	6.0

Table 1 shows how respondents rated effect of organizational values on Employee Job Satisfaction in Busia County. For example when asked 'We value our customers and make efforts not to lose any of them', most respondents disagreed 36(42.9%), 20(23.8%) strongly disagreeing, 18(21.4%) undecided as 5(6.0%) agree and strongly agree respectively. On the statement, 'Employees are provided with opportunities for growth and feel valued in this company', 6(7.1%) agreed, 6(7.1%) strongly agreeing, undecided 19(22.6%), while 44(52.4%) disagreed as 8(9.5%) strongly disagreed. On the statement, 'The well-being of each employee is taken seriously at the company', most respondents agreed 40(47.6%), 11(13.1%) strongly agreed, 25(29.8%) were undecided while 5(6.0%) disagreed and 3(3.6) strongly disagreeing. On the statement 'There have been efforts to reduce costs while offering the best services to our clients', the majority of the respondents 52(61.9%) agreed, 9(10.7%) strongly agreeing, 16(19.0%) undecided,

4(4.8%) disagreed with as 3(3.6%) strongly disagreeing. On the statement, 'The company has focused on improvement of sales', 4(4.8%) disagreed, 5(6.0%) strongly disagreeing, undecided 15(17.9%), while 42(50.0%) agreed and 18(6.0%) strongly agreed. Considering the descriptive results above, more respondents seem to agree that the company has organizational values that govern the employees operations and company development as it strives to satisfactory services to its clients. Svetlik (2004, p. 323) says that organizational values are values that are being pushed forward by the management and have proven itself as a good foundation for development of organization.

Inferential Statistics;

Correlation Analysis

Pearson correlation was performed to study the direction of relationship between the dependent and independent variables. Tables 2 showed the results of the analysis.

Table 2: Correlation Analysis

		Organisational Values	Employee Job Satisfaction
Organisational values	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	84	
Employee job satisfaction	Pearson Correlation	.691**	1
	Sig. (2-tailed)	.000	
	N	84	84

The results on table 2 indicate that all organizational values is positively related to the dependent variable. The independent variables show significant positive relationship. Organizational values is positively related to Employee Job Satisfaction at $R=.691$, $p=.000$.

Effect of the Organizational Values on Job Satisfaction

The coefficients for the regression model were obtained as shown on table 3.

Table 3: Regression Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.262	.186	2.318	.023	
	Organizational values	.351	.097	.324	3.621	.001

The regression coefficients which were obtained for the model are as shown in table 3. The coefficient for Organizational values $B = .351$, $p = .001$; this findings imply that holding Organizational norms, Organizational values (independent variable) constant, the Employee Job Satisfaction at the County Government of Busia would be 0.262. A unit change in perceptions regarding allowances at the County Government of Busia would change Employee Job Satisfaction by 0.351 units. Therefore, from the regression model coefficient, this study finds the relationship between organizational value and Employee Job Satisfaction at the County Government of Busia to be explained by the following regression equation,

$$Y = .262 + .351X_1$$

Hypothesis

Effect of Organizational Values on Job Satisfaction at the County Government of Busia; Kenya

To determine the effect of organizational values on job satisfaction at the County Government of Busia; Kenya.

H₀₁: Organizational values do not significantly influence employee job satisfaction at the County of Busia; Kenya

From analysis, this null hypothesis was rejected as the alternative hypothesis, **H_A:** Organizational values significantly influence employee job satisfaction at the County Government of Busia accepted. Results supported by Svetlik (2004, p.

323) says that organizational values are values that are being pushed forward by the management and have proven itself as a good foundation for development of organization.

Organizational values refer to the generalized beliefs held by members of the organization as to desirable activities within the organization, which reflect organizational goals and the means to attain them (Schwartz & Davis, 1981). According to Kwon, Beatty and Lueg (2000), the most frequently mentioned values across the sampled mission statements included: customer orientation, employee orientation, quality orientation, professionalism, and financial orientation.

The most common organizational values found in the literature (teamwork, stability, efficiency, financial orientation, innovation, quality orientation, outperforming competition, internal competition, communication, customer orientation, professionalism, responsiveness, rules, partnership, helpfulness, employee orientation, and autonomy) (Beatty 1988; Reynierse & Harker 1986; Victor & Cullen, 1987).

Employee orientation' focuses on the well-being and development of people in an organization. It may be expressed through human resource development, open communication between top management and employees, and commitment to and respect for employees (Beatty 1988; Bowen & Schneider 1988). Financial orientation' provides an emphasis on increasing corporate income by either

achieving a high sales level or by minimizing costs. Mission statements should reflect the key organizational values. Understanding the presence or absence of these can be helpful in determining the direction set by the organization in attaining its key values (Kwon *et al*, 2000).

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, the study concludes that, all organizational culture have significant contribution to Employee Job Satisfaction to his\her job. Organizational values approaches strategically enhance job satisfaction levels, enhancing Employee Job Satisfaction to a company. This study has found that the counties having good organizational values that defines how the employees relate to each other, their attitude towards the county's goals and achievements and the employee's wellbeing influences employee job satisfaction. The study therefore concludes that clear and good organisational values are important as they play a role in enhancing job satisfaction come commitment of employees in organizations.

The study concluded that Organizational Values had an effect on Job Satisfaction of the county of Busia; Kenya.

From the findings of the study the researcher generally recommends fair financial rewarding of employees in the company as this enhances the Employee Job Satisfaction the organization leading to higher productivity in the company. Once staffs have been recruited, the employer needs to ensure

that there are appropriate differentials and other rewards aimed at achieving fairness in work distribution, responsibility and other factors (Cole, 2002).

Management approaches significantly influences Employee Job Satisfaction in the Counties in Kenya. The researcher recommends the managers to formulate clear policies on supervision, work distribution, and employee encouragement techniques to enhance better results. The company can as well improve on productivity on a work environment that provides challenging responsibilities by considering health and personal needs of the employees as this will enhance the employees' sense of wellbeing. Job satisfaction has long been established as a factor that affects employees' intentions to stay and leave. The researcher recommends that more health cover policies should be put in place to raise the employee's sense of well-being in the company.

Areas for Further Research

This study has found positive relationship between all organizational culture and Employee Job Satisfaction among employees at the County Government of Busia by 75.2%, meaning 24.8% of factors that influences job satisfaction at the County Government of Busia were not covered by this study therefore the researcher would wish to recommend future studies to consider more factors. The study also recommends a similar study in other counties in Kenya in order to compare the results.

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