LEADERSHIP STYLE AND EMPLOYEE JOB SATISFACTION IN KAKAMEGA COUNTY, KENYA

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ABSTRACT
Employee satisfaction has been an important issue for academicians and scholars. The major objective of the study was to investigate the influence leadership style on employee job satisfaction, Ministry of Interior and Co-ordination of National government Kakamega central sub county. The study population included all the employees in the Ministry of interior and coordination of National Government offices in Kakamega Central Sub-County who were 123 in total. Simple random sampling was done to select a sample size of 93 respondents. Questionnaire was the major data collection instrument that was used in the study. The collected data was edited and fed into the statistical package for social sciences version 20. Both descriptive and inferential statistical tools were used in data analysis. Cronbach’s Alpha of coefficient of 0.873 was attained, implying that the research instruments were reliable since the value attained was way above the recommended 0.7 in social sciences. The study established that leadership style had a statistically significant positive influence on employee job satisfaction leadership style ( r = 0.604; p ≤ 0.01). The study recommends the government to practice good leadership skills since they have positive effect on employee job satisfaction. The study findings form a basis of reference by interested parties in the field of human resource.

Keywords: Leadership style, employee job satisfaction, County Government.

INTRODUCTION
According to James and Hannah (2013) job satisfaction is an important element in a work situation and has been associated with improved performance as well as increased commitment to the organization. Employee satisfaction has been an important issue for academicians and scholars. High levels of absenteeism and staff turnover has affected various
organizations. Very few organizations have made job satisfaction a top priority, because of failure to understand the significant opportunity that lies in front of them. Organizations that create work environments that attract, motivate and retain hard-working individuals was better positioned to succeed in a competitive environment that demands quality and cost-efficiency. A study on work satisfaction of professional nurses in South Africa by Pillay (2008) shows that there is overall dissatisfaction among South African nurses and highlighted the disparity between levels of job satisfaction in the public and private sectors while Kekana et al. (2007) found that organizational factors and poor working conditions were strongly associated with job dissatisfaction, while the social aspects of the job were found to be a strong predictor of job satisfaction (Kekana et al., 2007).

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. 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 clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean 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 respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal with the organization and dissatisfaction with a job may lead to high staff turnover. Hanif and Kamal (2009) asserts that happy employees are more likely to be welcoming and attentive which attracts customers and the employees who are not satisfied with the job can lead to customer unhappiness. Şirin (2009) suggests more factors affecting job satisfaction as follows: A feeling of success, relations with the management, relations with employees, job safety, more responsibility, being recognized, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, trade unions, and perceived work stress.

Green (2010) asserts that job satisfaction is used as a measure of job quality by many writers therefore the job satisfaction concept is taken as an indicator for an assessment for employment policies. Lack of job satisfaction is an indicator of quitting a job where workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another for better terms (Khalid et al., 2013). Sattar , Khan , Nawaz & Afaq (2010). good performance comes as a result of Job satisfaction by employees in an organization and which is a very critical issue for every organization. Several factors come together to determine the job satisfaction which includes the basic factors namely pay, work, supervision, promotion, co-workers and work environment.
Both public and private sector organizations of advanced and developing countries are susceptible to the change of the level of job satisfaction or otherwise (Sattar and Nawaz, 2011). Some researchers argue that job satisfaction is the emotional state created by the balance between rewards and expectations of a worker from the job. Thus, job satisfaction is concerned with how well a worker’s expectations at work are in tune with outcomes. (Khalid et al., 2013). Jackie (2010) asserts that in Denmark, several companies regularly conduct their own job satisfaction surveys and an employee satisfaction index has been computed for a number of European countries. The European Union has called the attention of member states to the quality aspects of work and highlighted the importance of improving job quality to promote employment and social inclusion.

In Pakistan, a diversity of research projects has been conducted and the same continues to measure and analyze the job satisfaction of employees in both public and private sectors of Pakistan. The organizations having more satisfied employees are likely to be more productive. Job satisfaction results in organizationally valued outcomes such as low turnover, productivity, and organizational effectiveness. Thus, job satisfaction is an important variable to an organization's success therefore for an organization to be productive the employees' concerns should be met (Jackie, 2010).

In Kenya there have been cases of employee dissatisfactions from long time ago and from the studies conducted. According to Stella (2013) employees at Airtel face problems of organizational policies where the organization indulge in unfair application of organizational policies on issues like promotions; line managers engage in unfair treatment of employees like unnecessary victimization. The opportunities for career development are limited due to the fact that most senior roles are held by expatriates. There is also no effort to encourage creativity and innovation, having in mind the dynamic environment upon which the organization operates in. In terms of performance management, the employees experience biased ratings leading to dissatisfaction and a normalization process that is very subjective.

According to KIPPRA (2013) although various professionals in state offices have been demanding salary increments by issuing strike threats, and in some cases unions have actually implemented the strikes, government response has been forming committees to look into the matter whose results do not bare fruits. Similarly, evidence suggests that differentials between the public and private sectors has widened. Salaries Review Commission was created to advise the national and county governments on remuneration and benefits for all public officers, as well as to eliminate disharmony that is evident within the public service, and to ensure transparency and fairness but so far it has not given good results. The study will focus on the Ministry of Interior and Co-ordination of National Government kakamega central sub county which is charged with the responsibility of public administration, internal security, printing of Government documents, Immigration and Registration of Persons, Betting Control Probation Services, Prison Services and championing campaign against drug and substance abuse. Based on this background the study will therefore analyze factors influencing employee job satisfaction within the public sector in Kenya particularly Ministry of Interior and Co-ordination of National government kakamega central sub county.
STATEMENT OF THE RESEARCH PROBLEM
According to Bidyut and Mukulesh (2014) the level of service delivery in public institutions remains low. This is evident by many public complaints about its effectiveness, corruption, absenteeism, negligence among others. James and Hannah (2013) asserts that job satisfaction is an important element in a work situation and has been associated with improved performance as well as increased commitment to the organization. Satisfied employees will influence the productivity of the organization and will lead to achieving the organization’s vision and goals. (Hussin, 2011). According to KIPPRA report (2013) various professionals in state offices have been demanding salary increment by issuing strike threats, and in some cases unions have actually implemented the strikes. The Salaries Review Commission (2013) was created in order to advise the National and County Governments on remuneration and benefits for all public officers, as well as to eliminate disharmony that is evident within the public service, and to ensure transparency and equity in salaries. Despite all these efforts the employees are still not satisfied and are still demanding for better terms. This study will therefore be undertaken to find out Factors Influencing Employee Job Satisfaction: A case study of ministry of Interior and Coordination of National Government, Kakamega Central Sub-County. The objectives of this study are; to determine the influence leadership style on employee job satisfaction, to establish the effect of reward practices on employee job satisfaction and to find out the effect of work environment on employee job satisfaction and to examine the influence of Manager’s Support on employee job satisfaction. The study was carried out in Kakamega Sub-County and data was collected through semi-structured questionnaires and analyzed using Statistical Package for Social Science (SPSS). The study will help the Government to curb high staff turnover and improve service delivery of employees through improving.

STUDY OBJECTIVES
The main objective of this study was to investigate the influence of leadership style on employee job satisfaction in the ministry of interior and co-ordination of National Government, Kakamega Central Su-County.

JUSTIFICATION OF THE STUDY
The dynamics of the work place particularly in the ministry of interior and co-ordination of national government Kakamega central sub county necessitated this study. The study will help Government to come up with better ways of rewarding its employees in order to improve employee job satisfaction. It is also hoped that the study shall provide information helpful to the Government in providing quality work environment and to provide the managers with information that will help to improve work employee job satisfaction, finally a data bank for researchers who wish to conduct further research on factors influencing employee job satisfaction. The study therefore recommends the government to practice good leadership skills since they have positive effect on employee productivity; the study recommends the government to have good reward practices since the study established a positive effect on employee job satisfaction and the study recommended government to have management support programmes since it has a positive effect on employee job satisfaction.
SCOPE OF THE STUDY

The study focused on the Ministry of Interior and Co-ordination of National Government Kakamega Central Sub County. The study involved 93 employees and it was conducted from May to October 2015.

The conceptual framework below shows how the independent variables (Leadership style) relate to the dependent variables (employee job satisfaction).

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
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<tbody>
<tr>
<td><strong>Leadership Style</strong></td>
<td><strong>Employee Job satisfaction</strong></td>
</tr>
<tr>
<td>• Internal communication</td>
<td>• Satisfaction with manager</td>
</tr>
<tr>
<td>• Employee participation</td>
<td>• Nature of work</td>
</tr>
</tbody>
</table>

Source: Researcher’s own conceptualization 2015

LITERATURE REVIEW

James and Hannah (2013) fulfilment theory measures satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further it is thought that there is a positive relationship between job satisfaction and the actual satisfaction of the expected needs. It approaches job satisfaction as willingness and not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. This theory relates the needs employees get from the job which in the long run bring satisfaction hence its relevant to our study.

According to Voon et al. (2011) definition, leadership as the interaction process which occurs between leader and other workers and the goal of which is reaching to determined aims of management. As the communities become more science-oriented today, “leadership” is defined as the convincing ability of individuals who have leadership quality in order to make people in his environment reach the determined aim (Furkan et al. 2012). According to the study of Furkan et al. (2012) many studies were conducted to examine the relationship between leadership and job satisfaction. When the studies are examined, it is deduced that the leadership styles have a crucial impact on job satisfaction.

There is variety of styles among leaders. These consist of autocratic, laissez-faire, democratic, and bureaucratic (Saleemi, 2009). According to Saleemi (2009) a democratic leader permits his subordinate to participate in the process of decision making. He leads by the consent of the group rather than by use of authority. Decentralization of authority, perceptive planning, two way communication etc. are the main features of democratic leadership. Democratic leadership is group centered. He is prepared to listen to carry out the suggestions of subordinates. It reduces resistance to change and helps in winning employees loyalty. Saleemi (2009) a bureaucratic leader depends upon rules and regulations developed by him. The rules specify the functions and duties of every members of the organization. The leadership is, therefore, reduced to a routine job. There is little scope for initiative and subordinates like to play safe. Such a rule centered leadership often results in red-tape and...
inefficiency. A bureaucratic leader is only a creature of the system existing only to serve it. The style of leadership that should be adopted differs from situation and depends upon the traits and values system of the group, characteristic of the group and nature of the task.

Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2011). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. Currently managerial responsibilities require that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires which indicate the importance of job satisfaction in institutions. Job satisfaction logic is that a satisfied employee is a happy employee and a happy employee is a successful employee.

According to Kaliski (2007) job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. From George et al. (2008) it was found that job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction, in addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay. Many studies have attempted to categorize and find out the factors that affect job satisfaction (Abdullah et al. 2011). Salaries and incentives are the most important determinant of job satisfaction (Calisir et al. 2011).

Employee or job satisfaction is widely researched topic (Curtis 2007) because most individuals spend a large part of their life at work. Understanding the factors that contribute to job satisfaction are important in improving the overall well-being of individuals. One human resource function that aids in changing employee behavior is that of support from employer for personal development, it leads to employees positive responses as being engaged and committed.

According to Jitendra (2013) job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectations what the job supply to an employee. Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction. Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Abdullah et al. (2011) examined the relationship between job satisfaction and environmental and demographic factors and found environmental factors (such as salary, promotion and supervision) better predictors of job satisfaction as compared to demographic factors (such as sex, age and education level as well as other factors related to their work experience, such as job level, shift work, and years of experience).
Lai (2011) argue that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. The study concludes that the intrinsic factors, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction. Butt et al. (2007) concluded that the salary, promotion and training positively and significantly influence the job satisfaction. However, employees place more emphasis on pay and promotion of the program. Akbar et al. (2011) confirms that empowered employees will lead to higher levels of employee satisfaction. Calisir et al. (2011) found a very strong influence of job satisfaction on organizational commitment whereas job stress and role ambiguity indirectly influence the willingness of employees to leave their jobs. Hansia (2009) concluded that the majority of people or employees agree that personality type suits the work they do, and have the opportunity to do what they do best and they are also optimistic about their personal and professional life. He demonstrates that the procedures for recruitment and selection are an important predictor of job satisfaction of employees, and fair policy of recruitment and selection leads to employee satisfaction at work.

**RESEARCH METHODOLOGY**

The study used a case study research design. According to Orodho (2003) a case study design is a method of collecting information or administering questionnaires to a sample of individuals and it is also used to describe the state of affairs as it exists. This includes surveys and fact finding inquiries of the factors influencing employee job satisfaction. Ministry of Interior and Coordination of National Government in Kakamega Central Sub-county in the Kothari (2009). Descriptive case study design is suitable in this study because it was used to collect data about variables in describing the state of affairs as they exist at present.

**STUDY AREA**

The study was conducted in the ministry of interior and co-ordination of National Government, Kakamega County, Kenya. The County borders Bungoma to the North, Vihiga to the West, Nandi to the South and Uasin Gishu to the East. It lies between longitude 34°E and 42°E, latitude 0° and 3°N (IEBC, 2012). Secondly, the County was selected due to the fact that it is the most populated county after Nairobi County (IEBC, 2014).

**STUDY POPULATION AND SAMPLING TECHNIQUE**

In this study the target population was 123 as per the ministry of interior and coordination of national Government 2014-2015 annual report. The target population included all employees in the ministry at the Kakamega Central sub county headquarters that meet the set criteria, and is the population for which information is required. (Francis, 2012). The sample size of the study was determined by use of Krejcie and Morgan, (1970) formula. The study purposively involved 93 employees. According Kothari (2009) a sample size is a definite plan for obtaining a sample from the sampling frame. In calculating the sample the researcher used a formula according to Krejcie and Morgan, (1970)

\[ S = \frac{X^2 NP (1-P)}{d^2 (N-1)} + \frac{X^2 P (1-P)}{d^2 N} \]
Where

$S =$ Required sample size

$X^2 =$ The table value of Chi-Square for 1 degree of freedom at the desired confidence level

= .05

= 3.8416

$N =$ The population size

$P =$ The population proportion (assumed to be 0.50 since this would provide the maximum sample size)

$d =$ The degree of accuracy expressed as a portion (.05) = 1.96

$S = \frac{(1.96)^2 \times 123 \times 0.5 \times (1-0.5)}{(0.05)^2 \times (123-1) + (1.96)^2 \times 0.5 \times (1-0.5)}$

= \frac{3.8416 \times 123 \times 30.75}{0.305 + 0.962361}

= 118.129

= 93

The sample size for the study was 93 participants to whom questionnaires was provided.

**DATA COLLECTION INSTRUMENTS**

The study used the questionnaire for data collection as the primary source. Questionnaires were useful instrument of collecting the primary data since the respondents can read and then give responses to each item and they can reach a large number of subjects (Orodho, 2004). Questionnaires were used in the study because they are convenient to administer when handling a large group of respondents. They are also more confidential, save on time, no bias and cover wide area (Mugenda & Mugenda, 2003). The questionnaire as an instrument used both closed ended and open ended questions in its structure.

A pilot study was carried out in the department of civil registration in Mumias sub-county to test the tools. Cooper and Schindler (2008) asserts that the researcher should do a pilot test of data gathering tools before proceeding with the research. The main aim is to detect any ambiguities in the questions, identifying problems in research methodology and data gathering techniques. The reliability of the instruments was established using the Cronbach Alpha Coefficient tests. The Cronbach Alpha Coefficients for the questionnaires of employees was ($\alpha =0.839;d f = 9$), indicating high level of reliability. There after the researcher sought also seek information on improvement of the research instruments from the two supervisors at the university.

**DATA ANALYSIS**

According to Kothari (2009), data analysis is an examination of what has been collected and making deduction and inferences. Data analysis was done using both qualitative and
quantitative methods. Data collected was edited, coded and analyzed using the Statistical Programme for Social Science (SPSS). The data was then fed into the Statistical Packages for Social Sciences which generated the values in frequencies and percentages. Descriptive data analysis techniques were used to measure central tendencies and dispersion where applicable. It was presented in tables in terms of frequencies and percentages. From the findings, conclusions and recommendations were then made. Correlation analysis was also used to determine the relationship of the variables. Regression analysis was done and the regression model was as below.

$$Y_{EJS} = \alpha + \beta LS + \varepsilon$$

Where

- \(LS\) = Leadership Style
- \(Y_{EJS}\) = Employee Job Satisfaction
- \(\varepsilon\) = Error term
- \(\alpha\) = the constant
- \(\beta\) = Regression constant

**FINDING AND DISCUSSION**

The questionnaire response rate was 96.8% since 90 questionnaires were returned out of the possible 93 questionnaires that had been sent to the respondents. The response rate of at least 90 % was considered a good rate according to Saunders et al. (2007). From the results, 63.3% of the respondents were male while the remaining 36.7% of the respondents were female. It was an indication that more males participate in this study than females. This could be as a result of more male employees than female. Alternatively women’s traditional reproductive roles have to be combined with other activities, like employment leaving little energy and time for the latter (UDEC, 2002), may explain why the number of women who participated in this study is lower. Despite the fact that the number between male and female was not equal, both male and female respondents participated in the study.

In the study, 7.8% were at the age of between 20 to 30 years, 38.9% were between 31 to 40 years, 47.8% were between 41 to 50 years while the remaining 5.6% were above 50 years. From the results, majority of the respondents were between 31 to 50 years. According to Selamat et al (2005) and Sin (2010) age affects the level of motivation to perform any function in any given organization. From the results, 16.7% have been working for less than one year, 56.7% have been working between one to five years, and 24.4% have between working for between 6 to 10 years while the remaining 2.2% have been working for ten years and above. This implies that at least 73.3% of the respondents have been working for more than five years. This was important since they should be having information that is crucial for the study since they have the information required during the time of study.

The main objective of the study was to determine the influence leadership style on employee job satisfaction, Ministry of Interior and Co-ordination of National government Kakamega central sub county. Using closed ended questions, respondents were asked to share their
views on whether leadership style had any influence on employee job satisfaction. The response was as shown in table below

Table 4.1: Leadership style

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>SD f(%)</th>
<th>D f(%)</th>
<th>U f(%)</th>
<th>A f(%)</th>
<th>SA f(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I receive information from my organization about management actions,</td>
<td>22(24.4)</td>
<td>38(42.2)</td>
<td>16(17.8)</td>
<td>11(12.2)</td>
<td>3(3.3)</td>
</tr>
<tr>
<td>accomplishments and/or failures before I hear the information in the news or from an outsider.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the communication that takes place in the organization.</td>
<td>32(35.6)</td>
<td>38(42.2)</td>
<td>12(13.3)</td>
<td>6(16.7)</td>
<td>2(2.2)</td>
</tr>
<tr>
<td>I am satisfied with the amount and quality of information I get about my organization.</td>
<td>28(31.1)</td>
<td>34(37.8)</td>
<td>19(21.1)</td>
<td>6(6.7)</td>
<td>3(3.3)</td>
</tr>
<tr>
<td>I am satisfied with the amount of information I receive concerning the department I belong to.</td>
<td>21(23.3)</td>
<td>50(55.6)</td>
<td>14(15.6)</td>
<td>3(3.3)</td>
<td>2(2.2)</td>
</tr>
<tr>
<td>Communication in the company takes the form of clear orders from top to bottom</td>
<td>20(22.2)</td>
<td>51(56.7)</td>
<td>18(20)</td>
<td>1(1.1)</td>
<td>0(0)</td>
</tr>
<tr>
<td>I am satisfied with the support the organization gives me when making suggestions</td>
<td>16(17.8)</td>
<td>47(52.2)</td>
<td>11(12.2)</td>
<td>13(14.4)</td>
<td>3(3.3)</td>
</tr>
<tr>
<td>My manager takes into account the ideas and insights from the subordinates and tries to use them</td>
<td>8(8.9)</td>
<td>43(47.8)</td>
<td>20(22.2)</td>
<td>12(13.3)</td>
<td>7(7.8)</td>
</tr>
<tr>
<td>My manager listens to me when I talk to him/her.</td>
<td>8(8.9)</td>
<td>28(31.1)</td>
<td>17(18.9)</td>
<td>33(36.7)</td>
<td>4(4.4)</td>
</tr>
<tr>
<td>My manager delegates duties to subordinates but strictly controls the decision.</td>
<td>13(14.4)</td>
<td>31(34.4)</td>
<td>19(24.4)</td>
<td>22(24.4)</td>
<td>5(5.6)</td>
</tr>
<tr>
<td>My manager consults me before making decisions pertaining me and my job</td>
<td>13(14.4)</td>
<td>56(65.6)</td>
<td>4(4.4)</td>
<td>12(13.3)</td>
<td>2(2.2)</td>
</tr>
</tbody>
</table>

N=90, Strongly Agree (SA=5), Agree (A=4), Undecided(U=3), Disagree(D=2), Strongly Disagree (SD=1)

From the findings, majority of the respondents 38(42.2%) disagree that they receive information from the organization about management actions, accomplishments and/or failures before they hear the information in the news or from an outsider. In the same breath, majority of the respondents also disagreed that they are satisfied with the communication that takes place in the organization. From the same results, majority of the respondents 34(38.7%) disagreed that they are satisfied with the amount and quality of information I get about my organization. In addition, majority of the respondents 50(55.6%) disagreed they are satisfied with the amount of information I receive concerning the department I belong to. Further, majority of the respondents 51(56.7%) disagreed that communication in the company takes the form of clear orders from top to bottom. Majority of the respondents 47(52.2%) that they are satisfied with the support the organization gives them when making suggestions. Worse still, majority of the respondents 43(47.8%) disagreed that the manager takes into account the ideas and insights from the subordinates and tries to use. Majority of the respondents 28(31.1%) disagreed that their manager listens to them when they talk to him/her. In addition majority of the respondents disagreed 31(34.4%) that there manager delegates duties to
subordinates but strictly controls the decision. Finally, the majority of the respondents 56(65.6%) disagreed that manager consults them before making decisions pertaining me and my job. From the results, the mean values are ranging between 2 and 4. From the result most of the respondents were disagreeing with the statements on leadership.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

From the finding majority of the respondents disagreed that they receive information from the organization about management actions, accomplishments and/or failures before they hear the information in the news or from an outsider (66.6%). In the same breath, the respondents also disagreed that they are satisfied with the communication that takes place in the organization (68.9%) The Sub-county therefore need to improve on their leadership style since it affects employee job satisfaction. From the results, leadership style has a statistically significant positive influence on employee job satisfaction leadership style ( r= 0.604; p≤ 0.01).

The study concludes that leadership style had a statistically significant effect on employee job satisfaction. Leadership encompasses effective communication and participation of employees in decision making. The results are in line with past studies like those of Lynn & Terumi, (2009) who asserts that effective communication is one of the organizational key aspects since employees play a huge role in organizational success and can influence numerous factors, which concern organizational overall operation and competence hence job satisfaction is one of those factors. Effective internal communication can lead to higher job satisfaction, which can result in competitive advantages for the organization. In addition Participation is a technique in which employees are given a voice in determining what they are to do, how they are to do it, and how they are to be appraised. It is a democratic philosophy that respects all members of an organization (Rishi, 2011). The organization should therefore be able to provide good leadership style since it has a positive effect on employee job satisfaction. The study therefore recommends the government to practice good leadership skills since they have positive effect on employee productivity. Past studies reveal that the leadership styles have a crucial impact on job satisfaction.

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