Determinants of Employee Job Satisfaction among County Government Enforcement Officers in Kenya, the Case of Nairobi City County

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ABSTRACT

This study sought to investigate the determinants of employee job satisfaction among county government enforcement officers in Kenya by taking the case of Nairobi City County. Given how crucial job satisfaction is among employees today, employers are always seeking ways to ensure that their employees are satisfied at work in order to get the best out of them. For this reason, this study sought to ascertain the determinants of job satisfaction among county government enforcement officers in Kenya by taking the case of Nairobi County. The main problem as viewed from the researcher's angle is that a lack of job satisfaction among these officers means that they do not conduct themselves in a productive manner. Identifying the factors that determine this will therefore go a long way in improving the quality of service provided to the county. Results from this study will make this possible. The objectives were to determine the extent which working Conditions, job security, the working environment and leadership styles affects employee job satisfaction among county government enforcement officers in Nairobi City County. The study adopted a descriptive research design since it enables researchers to summarize and organize data in an effective and meaningful way. The target population for this study included all the 761 enforcement officers working in the City Inspectorate Department and both stratified and simple random sampling techniques were used to arrive at the 76 respondents who took part in the study. Generally, the study found out that employees are satisfied with their jobs, as most of them indicated that they feel that they are part of Nairobi County, and that they understand how their job aligns with the government's mission. They also agreed that their values fit with those of the government, their job gives them the opportunity to learn and that they would recommend others to join it as it is a good place to work. In as far as the working conditions at the office is concerned, most of them agreed that they are contended with the resources they have. They however disagreed stating that they are not appreciated much and that most of them are not safe at work. Additionally, most respondents felt that their supervisors are doing a great job. They agreed that their supervisors are able to address them when they have concerns, that they do a good job, that they rely on policies to achieve county goals and that they evaluate their work performance on a regular basis. The study also found that it is true their supervisors enable them to perform at their best, promote an atmosphere of teamwork and that they actively listen to their suggestions. Based on the study findings, therefore, the study concludes a positive increase in working conditions subsequently increase job satisfaction. The study also found a positive relationship between employee job satisfaction and job security. Subsequently, the study concluded that a good working environment fosters job satisfaction in that employees strongly advocate for the right tools of trade, conducive buildings to work in, maintenance of working equipment and most importantly, the recognition of good quality work. Based on the conclusions drawn, the study recommends county governments to ensure that good working conditions, work environment, job security and efficient leadership styles are maintained.

1. INTRODUCTION

The study of employee Job satisfaction has gained prominence in both public and private sector organizations over the past three decades. Elnaga & Imran (2013) argues that it is important for organizations view their employees as the most valuable resource of the firm on which the success or failure of any business depends highly on. The employees' skills and competences determine how effectively an organization will achieve its strategic objectives. Employee Job satisfaction refers to those job related activities expected of an employee and how well employees deliver on them (Yusuph, 2015). Dugguh & Ayaga (2014) further simplify employee Job satisfaction as simply the record of an employee's accomplishment. Mone & London (2014) noted that it's important for human resource managers to assess their employees Job satisfaction periodically in order to help them identify areas for improvement. Armstrong & Taylor (2014) noted that when employees are able to align their skills, competences and abilities the organizations objectives this improves job satisfaction and the overall performance of the organization.

The practices of HRM such as selection and recruitment, training practices, welfare services, employee voice, and reward and compensation systems were concerned with the initial engagement and management of employees in organizations in order to realize the organization's targets. Sanghi (2016) argued that since employee Job satisfaction consists of behaviors which can be observed that people undertaking while performing their jobs, there is need therefore for organizations ensure that these behaviors are aligned to the organization's goals and strategic objectives. Kehoe & Wright (2013) emphasized that definitions of employee Job satisfaction should focus on behaviors of the employees rather than outcomes. In this context, the behavior of the county enforcement officers is inconsistent with the vision, goals and strategic objectives of Nairobi City County. This is undesirable situation that needs intervention and that is the reason for this study. Several measures which can be used to measure employee Job satisfaction. However, these measures are different in terms of their concepts and how they affect job satisfaction. Some researchers may prefer using Brief Index of Affective Job Satisfaction (BIAJS) method and others support the use of Job Descriptive Index (JDI). BIAJS is a 4-item which measures the overall affective of job satisfaction using items like internal consistency, temporal stability, job level and job type. JDI measures cognitive job satisfaction such as: pay, promotion and promotion opportunities, co-workers, supervision, and the work itself (Dugguh & Ayaga, 2014).

Employee job satisfaction is very important for an organization operating in a competitive environment to achieve and maintain high productivity and also maintain satisfied customers. Abraham (2012) observed that good working conditions are very vital in improving job satisfaction. Working Conditions are circumstances that an employer and employee agree upon for a job. They include work days, hours, breaks, dress code, vacation and sick days and remuneration, health insurance, life insurance and retirement plans (Glynn, Arnow-Richman & Sullivan, 2015). Mokaya, Musau, Wagoki and Karanja (2013) noted how comfortable employees are on their job is highly determined by workplace conditions and environment it's a very important factor for measuring their productivity. Sirota and Klein (2013) noted that heavy Workloads sometimes lead to high levels of stress and disgruntlement between employees and their work. The result of this is reflected in the quality of work and even how they handle and

relate with their customers. These heavy workloads can also take a toll on the health of employees and demoralize them. Working conditions have a direct effect on an individual Job satisfaction, which ultimately affects the Job satisfaction of an entire organization. Thus, it is important for an organization to identify those factors that have a negative effect on the employees' Job satisfaction of an employee and take corrective measures (Nyakundi, 2012). In this context, the brutality of among the County enforcement officers need to be examined in relation to their working conditions so that appropriate adjustments may be taken.

Job security is the chances that an individual not lose his/her job. A high level of job security implies that a person with the job would have a small chance of losing their job. Employee Job Satisfaction Survey by Armstrong and Taylor (2014) highlighted job security a major shortcoming in today's workplace and the number one most important aspect of job satisfaction. Organizations should therefore do everything to communicate to their employees about job security. The issue of job security is of great concern also in Kenya, at the County Governments, where several employees are facing arbitral sackings from the new governors. Owino (2017) reported that arbitrary termination and dismissal of employees and unfair treatment is very disruptive, expensive and counter-productive. It is also against the Constitution of Kenya, Kenya labour laws and it end up exposing counties to unnecessary legal action, industrial disharmony, disruption of critical services and possible huge settlement costs. It is therefore in this context that this study seeks to determine whether job security influences Job satisfaction of the county enforcement officers.

Working Environment is the location where a task is completed and the immediate surroundings of the workplace, such as a construction site or office building as well as the immediate surroundings of the workplace, such as a construction site or office building. It also involves other factors relating to the place of employment, such as the noise level, quality of the air, and additional important benefits of employment such as free baby care or unlimited coffee, or adequate parking (Awan& Tahir, 2015). A safe and healthy working environment is very important and it enhances efficient service delivery. Raziq and Maulabakhsh (2015) noted that in organizations are currently facing several challenges due to the changing of the working environment. One main challenge of a business is to satisfy employees for them to be able to cope with the dynamic business environment and maintain a competitive edge. Good working environment is inevitable for an organization to have satisfied employees who in return are efficient, effective, and productive and are committed to their jobs. Demerouti and Cropanzano (2010) observed that when organizations ignore the working environment within their organization, this results to negative effects on employees' Job satisfaction. According to him, working environment consists of safe and secure working environment, good relations with the supervisors and co-workers, job security, employer recognition for employees' good performance, employee involvement in decision making process of the firm. Safe and healthy working environment includes the physical and psychological environment. Davies, Jones and Nunez (2009) point out that workplace safety has turned out to be one of the most elevated operational needs confronting organizations and, specifically, human asset administration. Tuwei (2017) reported that the current work environment in county hospitals in Kenya is perplexing and reduce service delivery in those hospitals. It therefore requires deliberate attention.

A leader is person who is able to influence, direct and motivate others to perform specific tasks and inspire his subordinates for efficient Job satisfaction and focusing the efforts towards the accomplishment of the organizational objectives. Leadership style is the approach of providing

direction, implementing plans, and motivating people towards the achievement of the organizational goals (Ojokuku, Odetayo & Sajuyigbe, 2012). Leadership is a very important management skill which involves the ability of the leader to encourage a group of people who focus their efforts towards a common goal. Leadership style applied in an organization is a key determinant of the success or failure of any organization and the performance of the individual employees. The leadership style adopted in an organization determines relationships between the leader and employee and also the employees' Job satisfaction. Leaders determine the level of employee motivation in and organization, values and culture adopted in an organization and the employee's tolerance to change (Nixon, Harrington & Parker, 2012). Leaders are described based upon the following four traits autocratic, democratic, bureaucratic or charismatic. Leadership can also be viewed from exchange of power and the ability to secure outcomes. In this perspective, leaders are situational, transactional or transformational (Nwokocha & Iheriohanma, 2015). According to Dubrin (2015) leadership has a direct cause and effect relationship upon organizations and their success. According to chapter six of the constitution of Kenya, leadership and integrity is guided by the following principles: selection on the basis of personal integrity, competence and suitability, or election in free and fair elections; objectivity and impartiality in decision making, and in ensuring that decisions are not influenced by nepotism, favoritism, other improper motives or corrupt practices; selfless service based solely on the public interest, demonstrated by honesty in the execution of public duties; and the declaration of any personal interest that may conflict with public duties; accountability to the public for decisions and actions; and discipline and commitment in service to the people (Republic of Kenya, 2010).

The City Inspectorate department of Nairobi County Government was founded in the year 1935 by two Europeans in the Colonial Government who were known as Municipal Inspectors. Nairobi was later raised to a City Status in 1950, its capacity strength increased to 12 Inspectors who were Europeans and Asians. At that time only 12 Africans were employed as Askaris. In 1964 after Independence, more African Askaris both men and women were employed under an African, experienced Ex-Police Superintendent in the rank of Chief City Superintendent who re-organized the City Inspectorate by having its own standing instructions, institutions, organization and control as well as a training school whereby staff members of City Inspectorate were properly trained (Ojokuku, Odetayo & Sajuyigbe, 2012). The City Inspectorate department was mainly charged with the responsibility of enforcing Council by laws and other laws of interest, general security and also protects all the council installation's and properties, service of summons, execution of warrant from city courts. Currently the department is mandated to enforce County Laws and Other Acts of Parliament in providing Security Services (guarding) to County Properties and installations and participation in National parades. Their strategic objectives are; to enforce the County laws and other delegated legislation; to provide security to all County Installations and Properties; to investigate and prosecute suspects of criminal activities related to the County; to promote good governance and best practices in enhancing service delivery; to promote preventive measures, firefighting and rescue services. The department has 17 sub counties and 12 sections and it has several task focused units to enable it perform specific tasks/operations. The Sub counties are; Dagoretti North, Dagoretti South, Embakasi East, Embakasi North, Embakasi Central, Embakasi South, Embakasi West, Kamukunji, Kibra, Kasarani, Langata, Makadara, Mathare, Roysambu, Ruaraka, Starehe and Westlands. The sections are; Administration, Public Transport Control, Parking Bays, Training

School, Security, Prosecution, Licensing Enforcement, Governor's Parlor, Debt Collection Unit, Uhuru Highway Patrol, Traffic Inspection Unit and Traffic Control Unit (Kiarie, 2014)

2. STATEMENT OF THE PROBLEM

Given how crucial job satisfaction is among employees today, employers are always seeking ways to ensure that their employees are satisfied at work in order to get the best out of them. For this reason, this study sought to ascertain the determinants of job satisfaction among county government enforcement officers in Kenya by taking the case of Nairobi County. The main problem as viewed from the researcher's angle is that a lack of job satisfaction among these officers means that they do not conduct themselves in a productive manner. Identifying the factors that determine this will therefore go a long way in improving the quality of service provided to the county. Results from this study will make this possible. An investigation by Kiarie (2014) revealed the shocking brutality of the Nairobi City County askaris on hawkers. The investigation detailed the extent of harassment the hawkers undergo in the hand of these officers who destroy their merchandise, threaten, beat and even kill those who fail to buy their way out through heft bribes. Mwangi (2016) reported human right violations committed by county enforcement officers on hawkers, which included persecution, sexual harassment and murder. These cases of harassment have been reported to the authorities but little is changing, thus, forcing the hawkers to device survival mechanisms by grouping themselves to fight back. This current situation leaves unanswered questions on what determines the behavior of these enforcement officers. More often, questions arise as to whether employees are satisfied in their role, prompting the researcher to investigate how to determine them. Additionally, literature in this area is still scanty and relatively new considering that most past studies, including those done by Keim, Landis, Pierce and Earnest (2014), Makokha (2014) and Mamo, (2017) have concentrated on detailing the behavior of these officers, which is contrary to what the public expects of them as they deliver services to the public. This gap in literature is what this study endeavored to fill by examining the determinants of job satisfaction among county enforcement officers in Nairobi City County of Nairobi.

3. OBJECTIVES OF THE STUDY

i.   To determine how working Conditions determines employee job satisfaction among county government enforcement officers in Nairobi City County

ii. To ascertain whether job security determines employee job satisfaction among county government enforcement officers in Nairobi City County

iii. To establish whether Working Environment determines employee job satisfaction among county government enforcement officers in Nairobi City County

iv. To analyze extent to which leadership styles determines employee job satisfaction among county government enforcement officers in Nairobi City County

4. THEORETICAL REVIEW

Herzberg's Two-Factor Theory and Edwin Locke's Goal Setting theory will guide this study. While the Two Factor theory focused on how motivation is a factor of job satisfaction, Edwin Locke's Goal Setting theory complimented it by elaborating some of the goals that can be set to make it easy to find the necessary motivation to be satisfied at work.

4.1 Two-Factor Theory

This theory was proposed by Fredrick Herzberg in the year 1959. According to Herzberg, some job factors cause satisfaction cause dissatisfaction (Mausner & Snyderman, 2011). These factors as categorized by Herzberg are Hygiene factors and Motivational factors. Hygiene factors are those job factors whose absence at workplace leads to dissatisfaction and are known as dissatisfies or maintenance factors. The availability of these factors makes employees satisfied. These factors are extrinsic to work and they describe the job environment (Ngwenya, 2015). Hygiene factors symbolize the physiological needs; which employees expect to be fulfilled. Hygiene factors include: Pay - The pay or salary should be reasonable and commensurate to the employees work. It must be competitive to those in the same industry; Company Policies and administrative policies – They should be fair, clear and flexible.; Fringe benefits – These include employee help programs and other benefits like medical insurance for employees and their immediate family members; Physical Working conditions - The working conditions should be safe, clean, hygienic and secure with well-maintained and up to date work equipment's; Status - The employees should have familiar and retained status within the organization; Interpersonal relations - The employees should have appropriate and acceptable relationship with the superiors, coworkers and subordinates and finally; Job Security - The employees chance of losing their jobs should be low. (Tussyadiah, & Zach, 2015).

Motivational factors- According to Herzberg, the motivational factors are those factors that yield positive satisfaction. These factors are inherent to work. These factors are called satisfiers as they help employees have a higher job satisfaction. Employees find these factors intrinsically rewarding are the psychological needs give additional benefits to employees. Motivational factors include: Recognition – Managers should positively recognize employee's good performance and achievements; Sense of achievement – The employees' job should be fruitful.; Growth and promotional opportunities – There is important of promotional opportunities in a job and chances for career advancement; Responsibility - The employees have a sense of ownership and accountability in their responsibilities. Managers should not be too controlling and finally Meaningfulness of the work – The job should provide employees with chances of challenges and should be interesting. While the theory elaborated the need for job satisfaction well, it is not very reliable as findings for same responses can be analyzed in different ways. Additionally, satisfaction was not measured comprehensively. An employee may like his job despite not been happy with a single object of the Job. Finally, the theory is biased as it is based on the natural reaction of employees. This theory will be relevant in discussing the findings of this study as it emphasizes upon job-enrichment to motivate the employees and making good use of their skills and competencies. To improve Job satisfaction, managers must focus on both the satisfiers and dissatisfies and deal with them separately without ignoring any.

4.2 Goal Setting Theory

Edwin Locke put this theory forward in 1960's. According to this theory, there is a direct relationship between goal setting and Job satisfaction. The theory states that specific, measurable, attainable, relevant, timely and challenging should be accompanied by feedback of results for them to contribute to employee Job satisfaction and thus, a direct relationship between goal setting and Job satisfaction. Goals give direction to an employee on what needs to be done, how it needs to be done and how much effort is required. Employee participation in goal setting helps in their ownership of the goals (Locke & Latham, 2013). Factors that contribute to achievement of higher goals by the employees includes their commitments towards achieving the

goals and having the knowledge and capacity required to undertake a task. The higher the goals, the higher the employee's motivation to achieve them. Once those goal are achieved the employees get the feeling of success, satisfaction and the confidence that they are able to grow and meet challenges (Pervin, 2015). This theory will be relevant in discussing the determinants of employee job satisfaction. The theory will test whether the findings of the study conform to its key tenants. The goal will also be viewed as the incentives Nairobi City County provides to the enforcement officers to motivate them work quickly and effectively. In this context, it will be the improvement in job satisfaction. It will also be seen how employees' involvement in goal setting leads to better Job satisfaction by increasing motivation and efforts to achieve the goals and getting feedback on performance. This theory however is not without limitations; at times the goals of the organization may be in conflict with the goals of the management which in has detrimental effects on Job satisfaction since it motivates incompatible actions.

5. EMPIRICAL LITERATURE REVIEW

This section provided a summary of the existing studies that have been conducted in as far as the determinants of job satisfaction among country government enforcement officers in Kenya is concerned.

5.1 Employee Job satisfaction

A quantitative survey by Armstrong & Taylor (2014) noted that improved employee Job satisfaction demonstrated when employees of a certain organization use their collective skills, abilities and experience in the interests of the organization that has engaged them. Sanghi (2016) argued that employee Job satisfaction consists of behaviors which are observed while an employee is undertaking their jobs and recommended that there is need for organizations to ensure that these behaviors are in line with the organizational goals and objectives. In the view of Kehoe& Wright (2013), employee Job satisfaction measures should focus on behaviors of the employees rather than outcomes. Previous studies on employee Job satisfaction measured employee Job satisfaction using indicators such as customer satisfaction, level of employee motivation, employee's psychological wellbeing, commitment to organization's goals among others (Owusu, 2012). In a multiple regression analysis study, Ngumo (2012) investigated the relationship between employee satisfaction and customer satisfaction in Mwalimu National Savings and Credit Cooperative Society. The study focused on employee training and development, motivational level and their effects on customer satisfaction at the Savings and Credit Cooperative Organization. Through the Pearson correlation coefficient between employee satisfaction and customer satisfaction, the study found that he strongest positive relationship existed between employee work-life conflicts and customer satisfaction followed by training/and development and employee motivational levels respectively. The study recommends that the satisfaction index of both employee and customer should be given the same measure of attention, as there is a statistically significant relationship between customer satisfaction and employee satisfaction.

Mwiti (2012) noted people are motivated to achieve certain goals and achievement of these goals leads to improved Job satisfaction. The study focused on supervision, co-workers, , teamwork and training and development, careers and job advancement opportunities, employee empowerment, working conditions, employees participation in decision making and financial rewards as the job satisfaction factors that predict employee Job satisfaction. The study found out that employee satisfaction is attained through the provision of various variables that include

improvement of working conditions, empowerment and participation of staff, reward and recognition, teamwork, training and development. These findings were consistent with (Anyango, 2011) who studied the effects of reward system on employees Job satisfaction. The study used employer-employee relations, reward systems, grievance handling, and the predictors of employee Job satisfaction. The findings of the study revealed a positive relationship between job satisfaction and employee Job satisfaction. Agarwal and Mehta (2014) in a correlation study to find out whether Job satisfaction appraisal and working environment have a relationship with job satisfaction and whether these two variables have any role on employee's decision to exit from an organization, in the IT industry. In addition, the findings showed that Job satisfaction appraisal and working environment did not have any impact on the job satisfaction. In contrary, Anitha (2014) noted that employees are the most valuable asset in any organization. Therefore, improving employees' Job satisfaction may help an organization achieve and maintain a successful and highly productive business

5.2 Working Conditions and Employee Job satisfaction

Abraham (2012) observed that a work condition is very critical in improving employee job satisfaction. He recommended that organization need regular surveys to identify the working conditions boost the attainment of organizational goals and improve on. (Glynn et al., 2015) conceptualized working conditions in terms of days of work, hours of work, breaks in between work, dress code, offdays and remuneration and other benefits such as life and health insurance, retirement packages (Mokaya *et al*., 2013) concluded that workplace conditions and environment is a very important factor for measuring employees' productivity and determining how comfortable they are with their jobs. Sirota and Klein (2013) noted that heavy Workloads sometimes lead to high levels of stress and disgruntlement between employees and their work. The result of this is reflected in the quality of work and even how they handle and relate with their customers. These findings were consistent with those of Scott & Davis (2015) who reported that heavy workloads showed negative effects on the health of employees and demoralizes them. Shahid and Azhar (2013) concluded that working conditions have a direct effect on employees' Job satisfaction, which eventually affects organization's overall performance. Thus, it is important for the management of an organization to identify those factors that have negative effect on the employee's Job satisfaction of an employee at the workplace and develop corrective measures to counter those effects (Nyakundi, 2012). In this context, the brutality of among the county enforcement officers need to be examined in relation to their working conditions so that appropriate adjustments may be taken.

Iavicoli, Leka, Jain Persechino, Rondinone Ronchetti &Valenti (2014) noted that workers have complained a lot because of lack of work life balance. They are expected to work for long hours at the expense of their families. This leads to workers been stressed, unhealthy and eventually less productive. The study recommended employers to protect their workers from stress arising through work. Caruso (2014) observed that healthcare workers work for long shifts and sleep less as they provide round the clock care for their patients. The study further found this leads to a wide range of chronic diseases and fatigue-related errors which could harm patients. Fatigued health care workers could also endanger life of others during their commute to and from work especially if they drive themselves. The study recommended that organizations should develop strategies of making sleep a priority while organizing work for health care workers in order to reduce these risks. In a survey by Njeri (2012) to examine factors influencing job satisfaction level among deputy head teachers in public secondary schools in Kandara district reported

growing workload of school head teachers resulting from the management of schools has contributed to an increase in the delegation of responsibilities by the head teachers to their deputies and assistants. Thus because if increased responsilies; the deputy head teachers' attention to quality in their teaching had reduced. The study also found that the balance between work and personal life had a great influence on job satisfaction and productivity and often led to absenteeism and heavy employee turnover. Quality work life (QWL) management approach has increased focus on the work-life debate emphasizing flexible work arrangements to help balance work and personal life. This has had noticeable effects on employee job satisfaction.

5.3 Job Security and Employee Job Satisfaction

Job security or tenure of employment is a basic need according to Maslow's theory of hierarchy of needs. It entails the assurance of the economic wellbeing of the employees and their dependents. Job security is assured in three ways: Contract terms of employment; Protection of the employee by the union; Protection of the employee by the supervisor. Job security does not mean that employment cannot be terminated but it assures that when it is done, it is fair and legal. Employee Job Satisfaction Survey by Armstrong and Taylor (2014) identified uncertainty in job security a major worry among workers. Job security was also found to the number one most important aspect of job satisfaction. Organizations should therefore do everything to communicate to their employees about job security. Wang, Lu and Siu (2015) noted that when employees are insecure in their job, they get stressed and this impacts their Job satisfaction negatively. They examined the relationship between job security and Job satisfaction and found that increased feelings of job security lead to high levels of Job satisfaction. However, this was not the case for employees in Organizational with high level justice which has to do with the policies and procedures put in place to make employees feel as though they are treated fairly. Increased feelings of job security also lead to fewer work-related negative feelings, which is a crucial component of work engagement. But, just because job insecurity is a reality, it does not automatically translate into decreased Job satisfaction. Employees have other reasons to feel positive about their work and environment. Keim, Landis, Pierce and Earnest (2014) used psychological contract theory to analyze and review subjective and objective factors of job insecurity. The issue of job security is of great concern also in Kenya where several County Government employees are facing arbitral sackings from the new governors. Owino (2017) reported that arbitrary termination and dismissal of employees and unfair treatment disrupts the organizations operations and its counterproductive. It is also against the labor laws and exposes counties to unnecessary legal action, industrial disharmony, disruption of critical services and possible huge settlement costs. It's therefore in this context that this study seeks to determine whether job security influences Job satisfaction of the county enforcement officers.

5.4 Working Environment and Employee Job Satisfaction

A survey by (Awan& Tahir, 2015) noted that the location where workers discharged their responsibilities influenced their Job satisfaction. The study looked into geographical location of a job and its immediate surroundings. In the view of Maulabakhsh (2015), a safe and healthy working environment is key in enhancing efficient service delivery. Raziq and Maulabakhsh (2015) noted that in the modern era, organizations are facing challenges due to the changing environment. In a qualitative study by Demerouti and Cropanzano (2010); it was observed that when businesses ignore the working environment within their organization this results to negative effects on the Job satisfaction of their employees. The study conceptualized working environment into safety to employees, job security, good relations with superiors, co-workers

and subordinates, recognition for employee's good performance and achievement and participation in the decision making process of the organization. The study concluded that safe and healthy working environment includes the physical and psychological environment.

Davies, Jones and Nunez (2009) observed that workplace safety has turned out to be one of the most elevated operational needs confronting organizations and, specifically, human asset administration. Tuwei (2017) reported that the current work environment in county hospitals in Kenya is perplexing and reduce service delivery in those hospitals. It therefore requires deliberate attention. This was consistent with the findings of Makokha (2014) who reported that poor working environment had a significant positive relationship with the vicious cycle of high turnover rates among secondary school teachers especially in rural schools that are sometimes inaccessible especially during rain seasons. Working conditions and work environment on which the teachers work had a great impact on their satisfaction. Working conditions and work environment were termed as the catalysts to more satisfied employees.

Mwenda (2015) noted that people are concerned with the working environment in which they operate. They look out for their personal comfort as well as the environment that facilitates efficiency at the place of work. Lopez (2017) concluded that the environment in which people work has major effect on employees' feelings towards the job they are doing. A satisfying work environment facilitates employees' attainment of individual and organizational goals and objectives. Makokha (2014) found that most teachers in Kenya who reported working in deplorable working environment also reported that this environment had created a lot of despair among teachers. Ndung'u (2015) undertook a study to examine the effects of job satisfaction on organizational Job satisfaction at Kenya Medical Training College. The findings established that compensation, working environment, leadership styles and organizational trust were factors affecting organizational Job satisfaction among employees at KMTC. The environment under which KMTC's staff work had a major effect on how employees feel about themselves and their work. The study recommended to the management to provide adequate and spacious facilities. The study's independent variable was job satisfaction which was operationalized into working environment, compensation, leadership styles and organizational trust the effects and the dependent variable was organizational Job satisfaction which was conceptualized into Job satisfaction appraisals, acceptance of changes and commitment to the organization. The context was the Kenya Medical Training College. The current study will investigate the determinants of Job satisfaction on employee Job satisfaction in the context of the city inspectorate department of Nairobi City County. The independent variables are job security, work environment, work conditions and leadership style while the dependent variable will be employee Job satisfaction whose indicators will be customer satisfaction, level of employee motivation, employee's psychological wellbeing, and commitment to organization's goals

5.5 Leadership Styles and Employee Job Satisfaction

Ojokuku et al., (2012) noted that leadership is a very important management skill, which involves the ability of the leader to positively influence a group of people towards a common goal Chemers (2014) observed that leadership style used in an organization is very critical in determining the success or failure of the organization. The Leadership style adopted by a leader significantly influences the relationship between the leader and the employee and the employee job satisfaction (Nixon, Harrington & Parker, 2012). Modern leadership theories describe leaders based upon traits which are classified into autocratic, democratic, bureaucratic or charismatic leaders. Leaders can also be classified as situational, transactional or transformational leaders by

viewing leadership from the perspective of the exchange of power and its utilization to secure outcomes (Nwokocha & Iheriohanma, 2015).

Autocratic leaders exert individual control over all decisions and takes little or no input from followers or subordinates. There is no shared vision in this kind of leadership. (Ojokuku et al., 2012). Bureaucratic leaders rely heavily on procedures and policies to meet organizational goals. These kinds of leaders are strongly committed to procedures and processes instead of people. To them policies come before people. In most cases such leaders are met with a lot of resistance from employee (Samaitan, 2014). Democratic leaders let group lead themselves. Building consensus in this type of leadership is difficult even in the smallest decision. They are poor decision-making and weak execution is significant here (Nwokolo, Ifeanacho & Anazodo, 2017). Charismatic leaders are characterized by a vision and a personality that motivates people to execute that vision. Transactional leaders are always willing to give you something in return for following them. They have problems with expectations. The problem occurs when there are no resources to be used for rewarding (Srivastava, 2016).

Transformational leaders work towards changing those that they lead. In doing so, they can replicate selfish leadership. They have the expertise and knowledge to change those around them (Mamo, 2017). Zhang, Ahammad, Tarba, Cooper, Glaister & Wang (2015) investigated the effect of leadership styles on strategies used to retain talents on the effectiveness of post-Merger and Acquisition (M&A) integration in a Chinese context. The study was based on in-depth examination of an M&A case study. Leadership styles were conceptualized into authoritative, coaching, task-focused and relationship-focused. The study found that leaders adopting a coaching style used an incentive structure as a strategy to retain talent, whereas authoritative leaders used good organizational communication to retain talents. Relationship-focused leaders emphasized the Guanxi network, communication and an incentive structure in their strategies to retain talented employees and on the contrast, task-focused leaders used Job satisfaction and position in order to identify and retain talented employees. Dubrin (2015) showed that leaders are the ones who determines the values and the culture to be adopted in an organization and at the same time are the ones who motivate employees. Thus the leadership style adopted in an organization has a direct effect on organization's success
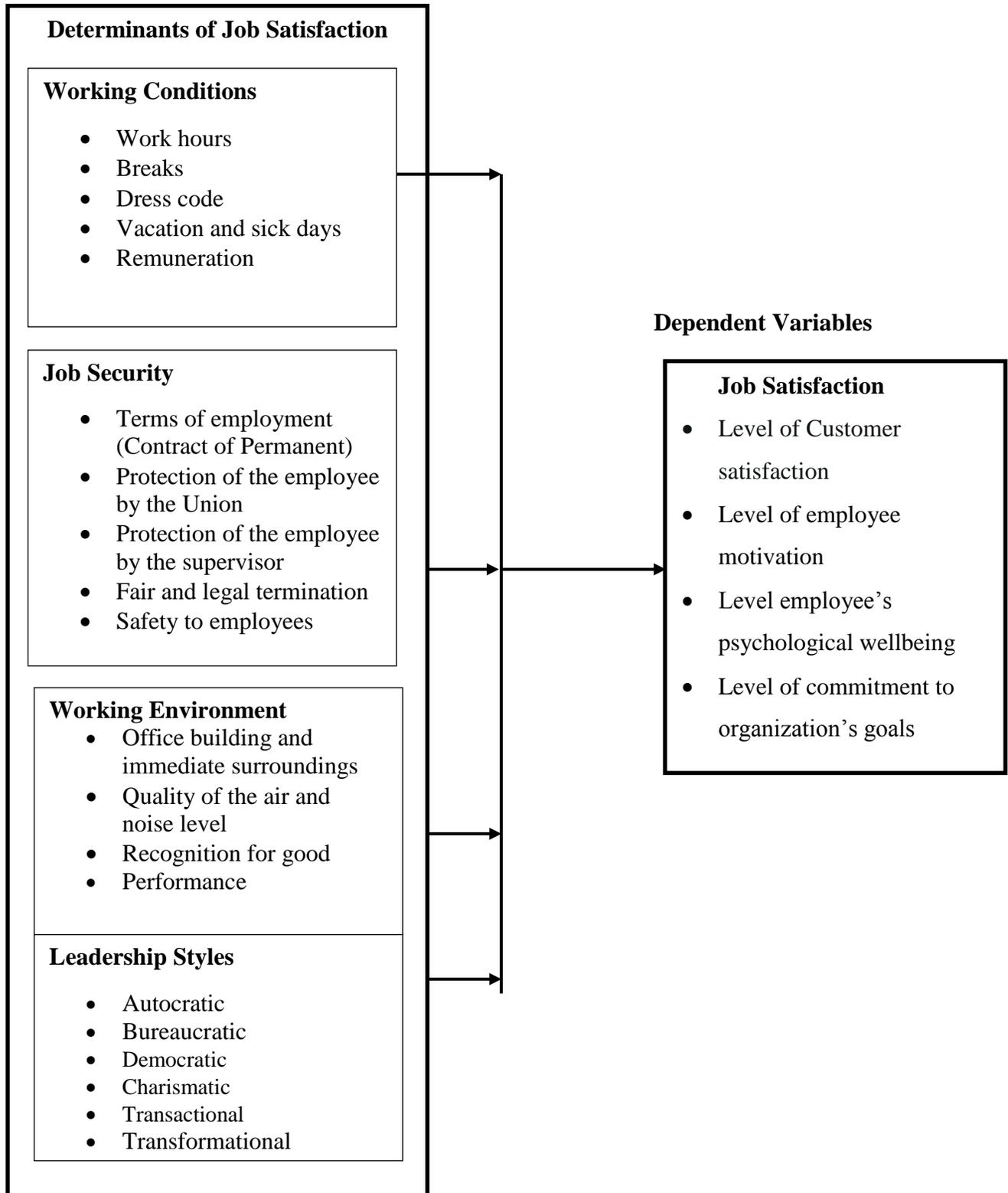
Wanjiru (2013) investigated the effects of leadership styles on teachers' Job satisfaction and satisfaction in public secondary schools in Nakuru County. The study sought to determine if the leadership styles adopted by the principals' affected teachers' job satisfaction in terms of job satisfaction and accomplishment a given task. The study discussed leadership style using transactional models and transformational leadership and their effect on teachers' motivation in terms of their competencies, status, achievements, self-realization and the worth they have put to themselves, in public secondary schools. The findings of the study indicated that teachers who are not enthusiastic were not able to teach effectively and thus the students were not able to learn well. They also showed that teachers tend to lose interest in their jobs when they are not involved in decision making process by the head teachers.

6. CONCEPTUAL FRAMEWORK

Figure 1 represents the conceptual framework showing the relationship between the research variables. In this study, the independent variables, working conditions, working environment, job security and leadership styles. The dependent variable is employee Job satisfaction of the

county enforcement officers in the inspectoral department of Nairobi City County.   Intervening variables will be Politics, Government Policies, ILO policies and Cost of living.

Figure 1 Conceptual Framework

Determinants of Job Satisfaction

Working Conditions

- Work hours
- Breaks
- Dress code
- Vacation and sick days
- Remuneration

Job Security

- Terms of employment (Contract of Permanent)
- Protection of the employee by the Union
- Protection of the employee by the supervisor
- Fair and legal termination
- Safety to employees

Working Environment
- Office building and immediate surroundings
- Quality of the air and noise level
- Recognition for good
- Performance

Leadership Styles

- Autocratic
- Bureaucratic
- Democratic
- Charismatic
- Transactional
- Transformational

Dependent Variables

Job Satisfaction
- Level of Customer satisfaction
- Level of employee motivation
- Level employee's psychological wellbeing
- Level of commitment to organization's goals

7. RESEARCH METHODOLOGY

The research adopted a descriptive design. Descriptive research design was suitable for this study because the study aims at producing an accurate description of factors and key aspects of job satisfaction among Nairobi county enforcement officers. There were four independent variables in this study: working conditions, working environment, job security and leadership styles. The dependent variable on the other hand was Job satisfaction of county enforcement officers which was further conceptualized into: Level of Customer satisfaction, Level of employee motivation, Level employee's psychological wellbeing, and Level of commitment to organization's goals. The site of this study was the inspectorate department of Nairobi City County, which is the department under which county enforcement officers' fall. The study focused on the enforcement officers deployed in Starehe Sub County and the County Headquarters, which is at Nairobi Central District. Starehe Sub County was appropriate for this study to represent 17 sub counties because it is in the central business district and it has the largest number of the county enforcement officers among all the 17 sub counties. The mandate of the inspectorate department is to enforce County Laws and other Acts of Parliament and participation in National parades

The target population is that group of individuals or elements to which the researcher wants to generalize the results of the study. It refers to all items under consideration in any field of inquiry (Gwet, 2014). The target population for this study included all the 761 enforcement officers working in the City Inspectorate Department. The study used stratified and simple random sampling techniques. The population was sub divided into nine strata. The strata included Starehe Sub County and eight sections which are at the Central Business District of Nairobi. The researcher then used Simple random sampling to draw sub samples from each stratum. The sub samples were proportional to the stratum population. The researcher collated the sub samples to form a complete sample size that was used to estimate characteristics of the whole population. Based on this, the sample size for this study was 76 employees representing (10%) of the accessible population of (761). The research distributed the 76 respondents proportionally in the nine strata; Starehe Sub county, Public Transport Control Unit, Parking Bay Unit, Prosecution Unit, License Enforcement Unit, Debt Collection Unit, Uhuru Highway Patrol Unit, Traffic Inspection Unit and Traffic Control Unit, as per Pedhazur and Schmelkin's (1991) and Kyamanywa (2005), formula below:

$$R = \frac{C x S}{P}$$
Where: R is respondent required from a stratum;

C is stratum population;

S is the desired sample size = 76

P is the total population = 761

The researcher collected both primary and secondary data. Primary data obtained from structured questionnaires developed and organized based on the specific objectives of the study to ensure that it is relevant to the research problem. The questionnaires were self-administered. On the other hand, the study collected Secondary data from relevant journals, periodicals, e-books, project reports and academic reports, hardcopy textbooks, strategic management publications, development Plans and County Government reports. After collecting the questionnaires, data cleaning and coding was done was done for analysis. The cleaning was meant to correct any error that might have occurred during data collection Both descriptive and multiple regression analysis were conducted. Descriptive statistics was used to describe and summarize the data.

Multiple linear regression model was used to determine which independent variables influenced the dependent variable most and determine the nature of influence. The adjusted coefficient of determination (R-squared) was used to indicate the percentage of variability of the variables that will be accounted for by the factors under study. This was then followed by determination of standardization beta (coefficient which indicated the direction (+ or -) and the magnitude of the influence as well as compare the relative contribution of each independent variable using the model below.

$$EJS = \beta_0 + \beta_1 WC + \beta_2 WE + \beta_3 JS + \beta_4 LS + \varepsilon$$

Where: EJS = Employee Job Satisfaction

β_0 = Constant

β_1 to β_4 = Slope

WC = Work Conditions

WE = Work Environment

JS = Job Security

LS = Leadership Styles

ε = Standard Error

8. RESEARCH FINDINGS AND DISCUSSION

The study conducted a multiple regression analysis to determine the relationship between the independent and the dependent variables. In this case, the dependent variable was Employee Job Satisfaction while the independent variables were Leadership Style, Job Security, Work Conditions and Working Environment. The findings are summarized in tables 1, 2 and 3.

The model summary Table 1 indicates an adjusted R-Square of 0.328. This implies that 32.8% of the independent variable, which were Work Conditions, Job Security, Working Environment and Leadership Style, explained the independent variable, which was Employee Job Satisfaction. This also means that the remaining 67.2% is explained by other factors that affect employee job satisfaction.

Table 1 Model Summary

Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603[a]	.364	.328	.52979
a. *Predictors: (Constant), Leadership Style, Job Security, Work Conditions, Working Environment*			

The ANOVA test results are indicated in table 2 below.

Table 2 ANOVA

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.402	4	2.851	10.156	.000b
	Residual	19.928	71	.281		
	Total	31.330	75			
a. Dependent Variable: Employee Job Satisfaction						
b. Predictors: (Constant), Leadership Style, Job Security, Work Conditions, Working Environment						

Critical F=2.50076042

From the ANOVA table results, a significant calculated F-value =10.156 > Critical F=2.5 indicates that the regression line adopted by the study was significant, and that it can be used to predicts the dependent variable. Subsequently, this means that the regression line fitted is a line of good fit. A good fit implies that the factors affecting job satisfaction that were investigated by the study are indeed valid. The factors including Leadership Style, Job Security, Work Conditions and Working Environment, have been found to have a similar impact by other studies including a study to examine the effects of job satisfaction on organizational Job satisfaction at Kenya Medical Training College by Ndung'u (2015), Nwokolo, Ifeanacho & Anazodo, (2017) and Mwenda (2015).

Table 3 Coefficient Table

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.804	.366		4.928	.000
	Work Conditions	.196	.092	.241	2.130	.002
	Job Security	.202	.090	.213	2.244	.003
	Working Environment	.133	.034	0.134	3.912	.001
	Leadership Style	.106	.023	.137	4.608	.000
a. Dependent Variable: Employee Job Satisfaction						

Critical T=1.665425

From the coefficient Table 3, the following regression equation was obtained.

$Y = 1.804 + 0.196 X_1 + 0.202 X_2 + 0.133 X_3 + 0.106 X_4.$

Where Y= Employee Job Satisfaction

X_1= Work Conditions

X_2= Job Security

X_3= Working Environment

X_4= Leadership Style

Based on the coefficients obtained above, the following implication is derived:

β_1 - coefficient for Work Conditions = 0.196 implies that holding job security, working environment and leadership style constant, a unit change in the conditions in which the county enforcement officers work will change employee job satisfaction by 0.196 units.

β_2 - coefficient for Job Security = 0.202 implies that holding work conditions, working environment and leadership style constant, a unit change in job security will change employee job satisfaction by 0.202 units.

β_3 - coefficient for Working Environment = 0.133 implies that holding work conditions, job security and leadership style constant, a unit change in the nature of the environment in which the employees work will change employee job satisfaction by 0.133 units.

β_4 - coefficient for Leadership Style = 0.106 implies that holding work conditions, job security and working environment constant, a unit change in the style of leadership will change employee job satisfaction by 0.106 units.

β_0 –Constant =1.804 implies that holding all other factors constant, employee job satisfaction will be at 1.804.

It should also be noted that these values are statistically significant considering that the p value for working condition ($p=0.002$), Job Security ($p=0.003$), Working Environment ($p=0.001$) and Leadership Style ($p=0.000$) are all less than the standard, which is 0.05. This implies that the factors described are indeed determinants of job satisfaction.

9. CONCLUSIONS

Based on the study findings, therefore, the study concludes that employee satisfaction among county government officers in Nairobi County is mainly determined by work environment, work conditions, job security and leadership styles. A positive increase in working conditions subsequently increases job satisfaction. This is to say that an increase in factors such as good policy formulation and implementation, fair number of working hours, satisfactory dress code, increased opportunities, fair compensation and equal salary scale that is comparable to other counties will increase the job satisfaction of the employees. The study also found a positive relationship between employee job satisfaction and job security. The conclusion therefore is that having permanent employment, listing employees in trade unions as well as ensuring promotions are based on merit among others will increase job satisfaction. Subsequently, the study concluded that a good working environment fosters job satisfaction in that employees strongly advocate for the right tools of trade, conducive buildings to work in, maintenance of working equipment and most importantly, the recognition of good quality work. All these will ensure that employees are satisfied with their jobs. All the above mentioned factors would fail to imply a positive job satisfaction among employees if the right leadership style is not employed. As was found during this study, leadership styles play an all but important role ensuring employees are satisfied with their jobs. Supervisors need to be approachable, friendly, and open to suggestions. They further need to be committed to the course. The study therefore concluded that a

supportive, concerned and deliberate leadership style will ensure job satisfaction among employees.

10. RECOMMENDATIONS FOR POLICY AND PRACTICE

Based on the conclusions drawn by the study, a number of recommendations are suggested. These recommendations consider the fact that job satisfaction is a critical element in as far as the efficiency of organizations, especially public institutions is concerned. Therefore, in order to maintain it, county governments are urged to ensure that these four key elements are maintained; working conditions, work environment, job security and leadership styles. Specifically, maintaining good working conditions such as providing adequate medical cover, having balanced salary scales that are comparable to other organizations and providing possibilities for future career advancement are among the key aspects that county governments need to consider. A good working environment on the other hand is also recommended complete with the necessary tools of trade that make the completion of duties and responsibilities possible. Wang, Lu and Siu (2015) noted that when employees are insecure in their jobs they get stressed and the stress has a negative impact on their work and job satisfaction.

Therefore, this study recommends that organizations should develop and implement policies that assure their employees that their jobs is secure by providing them with permanent and pensionable jobs, that they receive protection from trade unions and that promotion is considered for those with experience and qualifications. Finally, regarding the leadership styles, this study recommends Nairobi City County and other counties to adopt a leadership style that promotes an atmosphere of teamwork, is actively involved in the decision making processes and committed to good performance. As pointed out by Armstrong & Taylor (2014), improved employee Job satisfaction is only demonstrated when employees of a certain organization use their collective skills, abilities and experience in the interests of the organization that has engaged them. County governments around the country are therefore urged to ensure that they set clear and fair working conditions including fair salaries, good policies, provision of medical insurance cover as well as good compensation. Additionally, it is recommended that these institutions should increase job security by having them employed on permanent basis, increase office protection and consider promotions based on merit. The working environment should also be maintained, with clean offices as well as have enough resources and tools of trade. Finally, leaders should

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