

**THE EFFECTS OF INTEGRATION CRITERIA ON JOB SATISFACTION
AMONG EMPLOYEES OF DEFUNCT LOCAL AUTHORITIES IN KENYA:
A CASE OF COUNTY GOVERNMENT OF KERICHO**

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Administration (Human Resource Management) of the University of Kabianga**

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DECLARATION AND APPROVAL

Declaration

I declare that this thesis is my original work and has not been submitted for an award of a diploma or degree in this or any other university.

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DEDICATION

I dedicate this study to my dear mother Rhoda Chepkite Ting'aa for her immense support for my education right from my initial stage of starting this journey of education through all the stages up to this level. May God Almighty bless her abundantly.

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ABSTRACT

In 2010, Kenya entered a new constitutional dispensation which established 47 counties from 175 local authorities. In 2013, when implementation began, the process of transfer of functions and resources was carried out and it was observed and noted to be cumbersome and complex to manage. Though the process of transfer of functions and resources to the counties were declared to be successful, there were challenges which were recorded during and in the course of this particular assignment that was crucial in devolution process. Therefore, this research investigated the effects of integration criteria on job satisfaction among the staff of redundant local governments with a case study of employees absorbed into the County government of Kericho. Although employees who worked in the defunct local authorities before devolution were absorbed by County Governments, there was need to establish if they were satisfied with their work changes, hence the research. Specifically, the objectives were to establish the effects of placement policies, qualifications alignment and condition of service on job satisfaction among the integrated employees. The study used descriptive survey design and it adopted mixed research methods whereby both quantitative and qualitative data were collected from the sample. The target population of the study was four hundred and two employees. A sample of two hundred were selected and one hundred and forty (140) respondents participated in the study by filing and returning the questionnaires and four Key informant interview were held. The researcher employed stratified sampling to recruit the study participants. Purposive sampling was used to select the four key interviewees. Quantitative data was analysed using descriptive and inferential statistics and Correlation and multiple regression were used to test the hypothesis. The results were presented in narrative, tables and graphs. The results from the study shows that majority of the workers were satisfied with placement policies in the county with 62.9% while 37.1% were dissatisfied. On qualifications alignment 40% of the employees were dissatisfied while 60% were satisfied. Finally, 35.7% of employees were dissatisfied with the scheme of service while 64.3% were satisfied. The study concludes that majority of the defunct local authorities' employees in Kericho County were satisfied with the integration on the basis of placement policy, qualification alignment and scheme of service. The significance of this study is its practical contribution towards addressing the deployment of employees integrated to the County Government. The study recommends for appraisal of integrated employees to address the need of the minority integrated employees who are dissatisfied. The study also recommends that the County Governments carryout performance appraisal annually and those due for promotion be promoted accordingly.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Fund
CLOD	Centre for Learning and Organization Development
CRA	Commission on Revenue Allocation
CSOs	Civil Society Organisations
DSC	District Service Commission
GOK	Government of Kenya
HoD	Head of Department
HR	Human Resources
KDHS	Kenya Demographic and Health Survey
LATF	Local Authority Transfer Fund
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
SHRM	Society for Human Resource Management
TA	Transitional Authority
REF	Rural Electrification Fund
RMF	Road Maintenance Levy Fund
UoN	University of Nairobi

DEFINITION OF TERMS

Employees: refers to individuals engaged by organization to do specify tasks. In this study it means persons who were recruited to serve in the former local authorities that existed before promulgation of 2010 Kenya Constitution.

Integration: refers to an act of combining or bringing together different component into a single unit. In this study, it refers to bringing together the workers who were working with defunct local authorities, with those who were working with national government and those employed from private sector to work together in the County Government.

Job satisfaction: it refers to gratification that an employee derives from the work. It comprises the feelings and attitudes that employees exhibit towards their job.

Organizational policies: Means a formal plans that guide an organization on its daily operations to achieve its mission and purpose.

Placement policies: it refers to regulations or guidelines followed while allocating daily work to an employee.

Qualification alignment: involves fitting an occupation or engagement with the requisite training to enhance performance.

Quality of service: it refers to conformance to the customer requirements-goodness.

Scheme of service: means to clearly define job descriptions, specification and structure.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter describes the background to the study, the problem of research and states the research objectives. It also provides the research hypotheses, significance and justification, scope, limitations and assumptions of the study.

1.2 Background to the Study

The concept of job satisfaction describes the cumulative feelings and dispositions that workers project towards their occupations. Affirmative and approving attitudes towards work testify to job satisfaction whereas deleterious and adversarial dispositions show the opposite (Armstrong, 2006). Job satisfaction is normally linked with motivation, but the nature of this relationship is not clear. Satisfaction is not synonymous with motivation; it is more of a disposition that emanates from a worker's psychological states. It can also be linked to one's sense of accomplishment (Mullins, 2005).

Job satisfaction can be considered as one of the main factors which determines efficiency and effectiveness of organizations. Modern management strategies emphasize the need for employees to be regarded basically as humans with unique priorities (Smoke, 2012).

Smoke (2012) points out that devolved system of government has been successful in most countries of the World like US, Sweden, UK, India, South Africa and Nigeria. It also notes that there are various different types of devolved system of governance practiced by different countries, for examples US, Nigeria and India are for federal states system. In South Africa, it is a country that has devolved system of government of having

regional government headed by a premier while the national government retains supervisory and oversight roles. In East Africa, Uganda has been documented to practice devolution through kingdoms/districts while Tanzania practice through *Jimbos*. Other countries in Africa practicing devolved system are Rwanda and Namibia (World Bank, 2012 & Smoke, 2012).

All these different systems of devolution have different challenges concerning management of its resources including the key one which is human resources personnel who are normally charged with key responsibility of delivering essential services to the citizens of the particular devolved units. These challenges faced by devolved units especially that of human capital if not handled well can lead to poor performance of these units in their quest for service delivery.

In 1999, Indonesia reported to have had increased or worsened corruption in human resource management after decentralization of services. The World Bank (2012) observes that incidences of corruption tended to increase among workers following devolution in Indonesia. This fact was indicated by an acute increase rise in payments for civil service jobs.

In Uganda, its constitution provide each district to have its own commission or agency handling human resource personnel called District Service Commission (DSC). This is similar to Kenya's County Public Service Boards. In Uganda, DSC members were normally appointed to the office by politicians leading to a situation whereby DSCs were always used to influence public service recruitment for political needs.

After the launch of the new constitution in 2010, the Kenya government instituted measures to ensure proper implementation. The implementation timelines were defined in articles 185 (2) and 197 (2) and reinforced in schedule 4 of the constitution. These provisions defined the distribution of functions between the national and County Governments (GOK, 2010). The Transitional Authority (TA), was mandated to carry out an audit of the existing human resources of the government and local authorities as outlined in the Transitional to Devolved Government Act, 2012 section 7 (i). Additionally, the same Act in section 7 (m) mandates the TA to advice on the effective and efficient deployment of the human resource to either level of government. The TA conducted a Human Resource audit in 2013 and issued guideline for deployment of the human resource to serve in either in national or county governments.

It has been observed that how employees are integrated into an organization affect how they will be able to contribute to the organizational objectives and goals. Valcour and Batt (2003), point out that employers should provide conducive work place culture which is transmitted formally by the policies and values that supports integration of all workers.

1.2.1 Integration of defunct local authorities employees in Kericho County

By the time the Government of Kenya implemented the new Constitution in 2013, following the promulgation of the new constitution on 27th August 2010, the defunct local authorities across all the 47 counties had 32,237 employees (TA, 2013). Kericho County had 402 employees, which consists of 70%, male staff and 30% female (TA, 2013).

Integrating new employees into an organization have been known to have long term effects. The cost of an unsuccessful integration are very high, as in most cases, it leads to poor service delivery and injures the reputation of the concerned organization and this normally takes several years for the organization to recover from the negatives of unsuccessful integration (CLOD, 2016).

A study by CLOD (2016), on integrating new employees to work place in United State of America (USA), revealed that the newly integrated employees see and recognize the following aspects of employment as very important: good rapport and trust between the immediate supervisor and employees, opportunities to use talents, and skills, remunerations, timely communication with colleagues and with overseers. Other things they valued included ongoing training and career mobility, adept overseers, purposeful assignments, vivid job prospects, transparency, and acknowledgement and reward of effort.

1.3 Statement of the Problem

Since independence in Kenya in 1963, the Country leaders have held two divergent views about devolution. One view perceived that it offers potential for the country to redress perceived ethnics and political bias by giving local community control over resources, including human resources and decisions about service delivery. Another view held that devolution would undermine national unity by fragmenting of the state along sectarian regions or by devolving graft rendering the populace poorer as local leaders and corrupt groups amass wealth to the detriment of majority (World Bank, 2012). When the Country, established the new units, there were fears that the Counties might fail to put in

place systems to integrate human resources for effective service delivery. This is because integration of employees is known to have a long term effects to the organizations across the World.

In Kenya just after implementation of the new constitution in 2013, the HR audit conducted by the TA noted that some of the staff in some Counties in the Country were not deployed or integrated well and the mostly affected, were those who were serving under the defunct local authorities. Some of these employees were not integrated according to the skills they possessed, experience and relevant qualifications but on the basis of favourism or political affiliations (TA, 2013). It was further observed that the work environment of some of these employees were not conducive as some officers did not have space, basic office resources, tools and equipment to enable them undertake their duties. This situation demotivated these integrated employees and affected their service delivery to the public. This study therefore aims at finding out the current situation of integrated employees as far as motivation is and recommending appropriate action of addressing the problem.

It is on this basis therefore that the study sought to establish the effects of integration of defunct local authorities' employees absorbed into the County on job satisfaction, drawing evidence from Kericho County.

1.4 General Objective

The main objective of the study was to establish the effects of integration criteria on job satisfaction among employees of defunct local authorities in Kenya, a case of employees of the county government of Kericho.

1.5 Specific Objectives

The study was guided by the following specific objectives;

- i. To determine the effects of placement policies on job satisfaction level of employees of defunct local authorities
- ii. To assess the effects of qualifications alignment on the job satisfaction level of employees of defunct local authorities
- iii. To determine the effects of scheme of service on job satisfaction of the employees of defunct local authorities

1.6 Hypotheses of the study

The following were null hypotheses of the Study;

H₀₁: There is no significant effect of placement policies on job satisfaction of employees of defunct local authorities.

H₀₂: There is no significant effect of qualification alignment on the job satisfaction of employees of defunct local authorities.

H₀₃: There is no significant effect of scheme of service on job satisfaction of employees of defunct local authorities

1.7 Justification of the Study

The study was worthwhile conducting because there has been little attention on the employees from defunct local authorities who were absorbed to the county governments in Kenya. No such studies had been carried out in the area, meaning there was hardly any knowledge to establish the challenges facing this cohort of workers and job fulfilment. By examining the methods and ways the employees of the county

government were integrated and establishing whether, there were difference on parameters used on employees who were engaged directly by the devolved units and those taken up from the redundant local governments. As such, this research endeavoured to document the impact of integration on job fulfilment among workers of formerly local governments. It is on this basis that the study was conducted to provide the current position on the job satisfaction of these integrated employees and recommend appropriate steps to improve workers' job fulfilment.

1.8 Significance of the Study

The significance of this research is in its practical contribution that's geared towards addressing the employees integrated to the county government. This study therefore was seen to be important since it availed information based on reliable research to be used by policy makers at both the County and National levels of government to design key interventions to address the concerns of the employees who were integrated to the county government. The integrated employees are the ultimate beneficiaries of this study as the findings of this research were meant to inform the policy makers on appropriate ways of integrating employees into County Government. The findings were also seen to be useful to the agencies like Intergovernmental Relations Committee and other related agencies as it may act as a pointer to the aspects to include in the staff integration process. The findings from this study will also be resourceful for reference in future to academicians, scholars and researchers interested in furthering the study in satisfaction of assimilated workers.

1.9 The Scope of the Study

The study focused on the effects of the integration criteria on job satisfaction among employees of defunct local authorities in Kenya, drawing evidence from workers assimilated into the County Government of Kericho. It targeted only the employees who were working with the six defunct local authorities who were in existence in 2013 in Kericho during the implementation of the 2010 Kenya Constitution. The study was conducted between January and April 2018.

1.10 Limitations of the study

The study investigated only the satisfaction of integrated employees deployed to serve in the County Government from defunct local authorities who previously served in six local authorities that existed in Kericho by then. The study relied on the perceptions and the narratives of the respondents on job satisfaction of which there was no way of further validating

1.11 Assumption of the Study

Upon implementation of the devolved system of management, the County government might not have created systems of integration and conducive working environment to motivate the workers who were absorbed in 2013 from defunct local authorities to County Government of Kericho.

The working relationship and team work which is normally essential among the worker of the County government may not be cordial hence service delivery has been affected negatively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the relevant literature and will have sub sections on devolved units of governance in the world, factors influencing job satisfaction, the conceptual framework of the study and knowledge gaps in the literature that this study sought to fill.

2.2 Review of Related Literature

In this sub-section, the literature reviewed are on the devolved units of governance in the World and Kenya's system of devolution. The sub-section also focuses on the overall policies and administration of human resource practices.

2.2.1 Overview of Devolved units of governance in the World

Many countries all over the World have devolved systems of government which have been rated successful like in US, Nigeria, UK, India, South Africa and Sweden. Smoke (2012) notes that there are various types or forms of devolved system of governance practiced by these countries, for examples US, Nigeria and India are for federal states system. South Africa, as a country has devolved system of government of having regional government headed by a premier while the national government retaining its supervisory and oversight roles. In East Africa, Uganda practices devolution through kingdoms or districts while Tanzania practice through Jimbos. Other countries in Africa practicing devolved system are Rwanda and Namibia (World Bank 2012 & Smoke, 2012).

In devolved units human resource management functions are decentralized, however at times it may be for junior staff at the local government. JICA (2008) indicates that in Uganda, it has a legal framework whereby devolved units recruit and terminate services of employees through their respective District Service Commission while terms and condition of service remain similar like those of the central government employees. In Tanzania, a legal framework was put in place in 2004 to give authority to local government to hire and terminate the services of all employees except for the top leaders of local authorities.

2.2.2 Devolution in Kenya

Before the implementation of the new constitution 2010 which created 47 County governments in 2013, there was a local government system of decentralization which was established during the colonial times which had three elements namely; Municipalities (City and large towns), Town council (small towns) and County council-rural authorities (World Bank, 2012). In 2013, when the implementation of the constitution was rolled up, there were existence of one hundred and seventy five (175) local authorities whose decentralized authority was derived from the Local Government Act, Cap 263 of 1963 which stipulated administrative and legal powers, functions and responsibilities and in addition stipulated revenue sources to finance the delegated functions (TA, 2013 & World Bank, 2012).

Though this form of decentralization of governance in Kenya, had been in existence since colonial period, there was still inequality in distribution of the resources in the country and many Kenyans felt that post-independence Kenya was still highly characterized by

centralization of political and economic. In addition, it was also felt that delivery of important services were still with top officers at the central unit resulting to uneven and unfair distribution of resources and corresponding unaccess to social services (World Bank, 2012). This situation led to many Kenyans agitating for more decentralized system of governance. The government during that period of agitation for more decentralization form of governance in late 1990s, tried to tone down the agitation by creating different legislations with main objective of attempting to address these spatial inequalities through the following legislations; Local Authority Transfer Fund (LATF) created through LATF Act No. 8 of 1998, The Road Maintenance Levy Fund (RMFL) created through Kenya Roads Act, 2007, The Rural Electrification Fund, created through the Energy Act of 2006 and Constituency Development Fund (CDF), created through CDF Act of 2003 (World Bank, 2012). Despite all these efforts to address the inequality in resource distribution, citizens continued to demand for more local autonomy culminating to a new constitution.

Upon promulgation of the new constitution in 2010, plans were put in place for its implementations which commence in 2013 after general election. Transition to Devolved Government Act of 2012 tasked the TA with ensuring there was effective and efficient deployment of human resource (TA, 2013). All employees working in their respective local authorities within a given County at that time of implementation of devolved system of governance were integrated to that particular County together with employees of ministries that had their functions devolved like Agriculture, health, Water, culture among others. These employees from these devolved ministries plus those who were working in the local authorities together with those who were employed by the new

county government were integrated and were to provide services under the devolved unit (TA, 2013 & World Bank, 2012).

In Kenya, before the promulgation of the 2010, constitution, the legal systems of the decentralization that existed on the human resource management were that the hiring and termination of employees' services of lower cadre were the responsibilities of local government while that of hiring and termination of services for senior staff serving at local government fell into the hands of the Public Service Commission. On the other hand terms and conditions of service for the local government employees were different from that of central government employees.

2.2.3 Policies and Administrative of HR practices

The historical role of Human Resources (HR) has drastically changed since its inception in the early 1900s. Contemporary HR places emphasis on strategic planning which is seen as a means to achieving organizational objectives and aims. The Kenya constitution of 2010 puts the onus on the HR departments to accept the challenge of doing more with less, while contributing towards both levels of governments' objectives (TA, 2013).

Human resources also have to address the rapid changing conditions affecting the types of employees required and their changing needs; therefore, the function requires inclusive and skilled experts. HR strategic planning has become an integral part of doing business hence HR professionals must be both professional in field and competent business persons.

The Kenya Vision 2030 blueprint emphasizes that the country has to embark on the long journey of developing policies to create a global competitive and flexible personnel base courtesy of life-long orientation and training. As a priority, a human resource database have been established to facilitate better planning of human resources in the country (GOK, 2007).

Awori (2005) observes that the good management practices are the bed rock of wealth creation. Therefore human resources should be managed well for the benefit of the organizations and the individuals working in those organizations. Mullins (2002) avers that some organizations have made huge profits due to their pragmatic administrative styles and practical policies. These policies are likely to make employees deliver quality services to the target consumers.

2.3 Empirical Review on Factors that Influence Job Satisfaction

Since 1970s, several studies on employees motivation have been undertaken to identify specific facets of job that contribute to employees' satisfaction. Ellickson and Logsdon (2001), Desantis (1997) and Schappe (1998), identify job facets that influence job satisfaction; these are; promotion opportunity, compensation, work environment, adequate training and training opportunity, positive relationship with supervisors, work group, nature of work and perceived fair treatment.

Job promotion and career advancement among public employees have been seen through several researches to greatly influence job satisfaction within many public institutions and these institutions have accepted that promotion and career advancement are critical aspect in employee engagement in the workplace. SHRM (2012) notes that workers

desire recognition for their hard work, which may come in the form of job mobility. Employees at times feel they have mastered their current position responsibilities and are looking for more challenging roles within their respective organizations.

Employees perceive pay as having great significance in influencing job satisfaction. The employees must perceive their compensation as competitive with the local market rate. Proper payment to employees have been known to be extremely effective in attracting, motivating, satisfying and retaining employees, affects employee's dispositions to their jobs.

Job training comprises all the deliberate actions by a firm to raise the levels of awareness of responsibilities and expertise and to modify dispositions and conduct of members in ways consistent with the goals of the organization and the requirement of the job (Schmidt, 2007). Employees are less satisfied with their jobs when they do not have the information needed to perform their tasks adequately. Training opportunity, should be made available to the employees so that they can advance to higher position. It has been established that employees that are more satisfied with job training are also committed to the organization.

There are several factors that influence job satisfaction and these include; placement policy of an institution, qualifications of the employee, working relationship, condition and scheme of service and physical and work facilities. These factors are discussed in details and section that follows.

2.3.1 Placement Policy

The placement policy of the staff in any organization has always been seen to be consistent with international applicable labour relations legislations- ILO laws. The placement policy of an organization provide for procedures on how individual are placed in certain position in an institution for continuous un interruption of operations of an organization. It provides for a structured way of engagement with relevant trade unions (GOK, 2006). The placement policy should match employee's skills with the job content. Organization policy guides the employees to align his or her goals with that of organization hence employee will be satisfied with his or her job as well as the company or organization.

Eggemeier (2011), suggests that deviation from adhering to the policy of the organization may be a pointer that the employee performance are not aligned with the goals of the organization that, he or she works for and that leads to conflict or clash and the ultimate will be dissatisfaction of both parties. Washburn (2009), notes that adherence of the policy of an organization in the glance may seem to be an hindrance to creativity but looking at it from a broad perspective, it may be seen as useful guide that provide a boundary to creativity. This will lead to satisfaction of an employee as the policy provide framework for operations.

2.3.2 Qualification and job alignment

Professional qualifications help employees in discharging their duties effectively. Aligning work with skills and qualification ensures maximum output from the employees. Professional training and skills empowerment have been identified as one of

the factor that guides policy makers while making placement. Hiebert, McCarthy and Repello (2001) observe that there appear to be linkages between training institutions and policy makers who do placement. Also, it has been noted that few countries appear to address diversity of qualification and aligning these qualifications to the correct placement.

It has been observed that policy makers in government and private organizations throughout the World have become increasingly concerned with the match or alignment between the work force skills and qualification and the labour market's needs. Unqualified and unskilled human resource base contributes to the economic backwardness of a society (OECD, 2011). Due to unemployment and few job opportunities, many people accept employment that does not match their skills and qualification (Cedefop, 2010).

Quitini (2011) notes that advanced countries have high rate of over qualified people which can be as high as over 40% in work outside their area expertise. OECD (2011) reports that developed countries have high rate of over qualified youths. For example 30% in Peru and 21% in Armenia are over qualified and their skills not matched with work they are doing. While in less developed economies, level of under qualified workers are high reaching a level of 82% in Malawi, 56% in Cambodia and 55% in Togo (OECD, 2011).

2.3.3 Scheme and conditions of service

Terms and conditions of service are rights and obligations of the employees. These rights and obligations include; Salary, House allowance, Transport, leave, terminal benefits

conducive work environment, welfare and wellness of employees (GOK, 2016). Others include; special duty allowance, hardship allowance, acting allowance, Daily subsistence allowance, Transfer allowance, entertainment allowances among others (GOK, 2016, GOK, 2018).

The Kenya government has detailed structured condition and scheme of service for its human capital (GOK, 2006). The condition and scheme of service in the public sector in the country has been known to be well structured with all the benefits of employees spelt out in the code of regulations manual, however in most case implementation has been noted to be a challenge. The other government agencies like the universities and parastatals have clear condition of service outlining procedures of appointment, deployment, staff appraisal and promotions. It also outlines remuneration and allowances, staff development and other personal benefits including leave entitlement (UON, 2006).

Physical Facilities in Work place

Physical work place like building, poor layout and appearance may lead to dissatisfaction of the employees. It has been observed by many studies that building and working facilities have association with workers performance (Asigele, 2012). Temperatures, humidity, ventilation, lighting hours of working, shifts, cleanliness of work place, adequate tools and equipment's are the features which affects job fulfilment (Robbins, 2003).

Robbins (2003), point out that working condition influence job satisfaction as employees are concerned with comfortable physical work environment and in turn these employees will render more effort that will lead to positive level of job satisfaction.

Work Environment

Work environment involves all aspects which acts in the body and the mind of an employee (Jain and Kaur, 2014). The work environment has been known to have positive or negative effects on psychology and welfare of an organization. GoK (2016), specify the group of employees in Kenya public service who should benefit from hardship allowance because of the work environment that they operate in and this area are commonly known as Arid and semi-arid of Kenya where transport service are still a challenge and among provision of other services.

Organizations with high demand and pressures have been known to make employees suffer from stress. In cases of working in a difficult environment employees develop negative attitude and reduce employees' commitment to the organization while a good working environment have been known to increase organizational commitment. Specific environment in which employees operate affects the level of job satisfaction among the employees. Many studies indicate that organizational obstacles such as inadequate equipment's, lack of work related resources, cramped work space and unsafe work environment have effects on the level job satisfaction of the employees in an organization (GOK, 2016).

An overseer's management approach influences employee conduct (SHRM, 2012). Ellickson and Logsdon (2001) point that managers need to develop work environment that continually strive to foster mutual trustworthy relationship with employees through better communication and employees' empowerment.

Participatory leadership has been found to promote workers' job fulfilment (Kim, 2002). This approach brings together leaders and followers through an information processing, decision-making and problem solving. It has been established through research that managers who share decision making power with employee will enhance performance and satisfaction (Kim, 2002). The most effective leadership developing employee relationship are those who create conducive environment for innovation, encouraging subordinates to find new and more effective approaches to achieve tasks needed for successful change (Fernandez, 2008).

Workers' dispositions and sense of fulfilment evolve from their contacts with colleagues in their workplace (Naumann, 1993). The quality of the work group relationship identifies the level in which co-workers are competent, helpful, friendly and personally interested with the worker (Lambat, 1991). This includes the existence of open line of communication and trust among all members of an organization. The study research points out that job satisfaction may be more of a function of the social relationship and interaction among co-workers and has a role it plays in the overall employee satisfaction.

The way in which a job is designed has substantial impact on the attitude, beliefs and feelings of the employee. Durst and DeSantis (1997) observe that workers desire and enjoy responsibilities that enable them to exploit their capabilities fully. Studies have disclosed that routine and non-challenging jobs result in employees dissatisfaction and normally lead to increased absenteeism and turn over (Hackman & Lawler, 1976). Lawler and Hall assert that jobs that allow employee the greater control, a chance to be creative and do the work that are appropriate to their abilities are more satisfying than jobs that

are low in these characteristics. It has been noted that the way in which jobs are designed and the way employees are deployed can directly influence the level of job satisfaction of the employees.

This is interpersonal treatment which people receive from decision makers. It include organizational pay policies. Organizations can promote workers' perceptions of the just compensation by inducting overseers to be open and honest when relaying information about remuneration (Brown, 2009). Employees work satisfaction should be positively linked to subsequent facets affected by appraisals or any other measurement of work, such pay as promotion, supervision, work environment, benefits, training and work itself and co-workers (Blau, 1999).

2.4 Theoretical Framework

Herrzberg's motivational theory guided this study. The theory provides a foundation into the inquiries into the job satisfaction of the integrated employees into the county government from defunct local authorities.

2.4.1 Herzberg's Motivation Theory

Herzberg's (1959) motivational theory outlines two factors that pleased and displeased employees. Through analysis of what please and displease employees in jobs, Herzberg developed the motivation-hygiene theory to explain the interaction amongst these variables. The variables included satisfiers (motivators) and dissatisfiers (hygiene factors). The hygiene factors included maintenance aspects needed to reduce disaffection and that by themselves do not provide fulfilment (Herzberg, 1987).

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot be treated as opposite of one another. He noted that the issues that define if there will be satisfaction or not tend to be external to the organization. This is shown in Table 2.1 which presents the top six factors causing dissatisfaction and the top six causing satisfaction.

Table: 2.1
Factors affecting Job satisfaction

Leading to Dissatisfaction	Leading to satisfaction
1. Company policy	1. Achievement
2. Supervision	2. Recognition
3. Relationship with the boss	3. Work itself
4. Work condition	4. Responsibility
5. Salary	5. Advancement
6. Relationship with peers	6. Growth

Source: Herzberg 1987

In this study, factors that influences the integrated employees like policy, relationships and work condition will be tested to establish its influence on satisfaction level of the studied workers. The working condition include both the environment where employee's work from and the content of the work to be performed by the employee.

2.3.2 Job Satisfaction Model

This research adopted the model of job satisfaction as designed by Christen, Lyer and Soberman (2006) (The model contains five elements, namely job related factors, role perceptions, job performance, firm performance and job satisfaction).

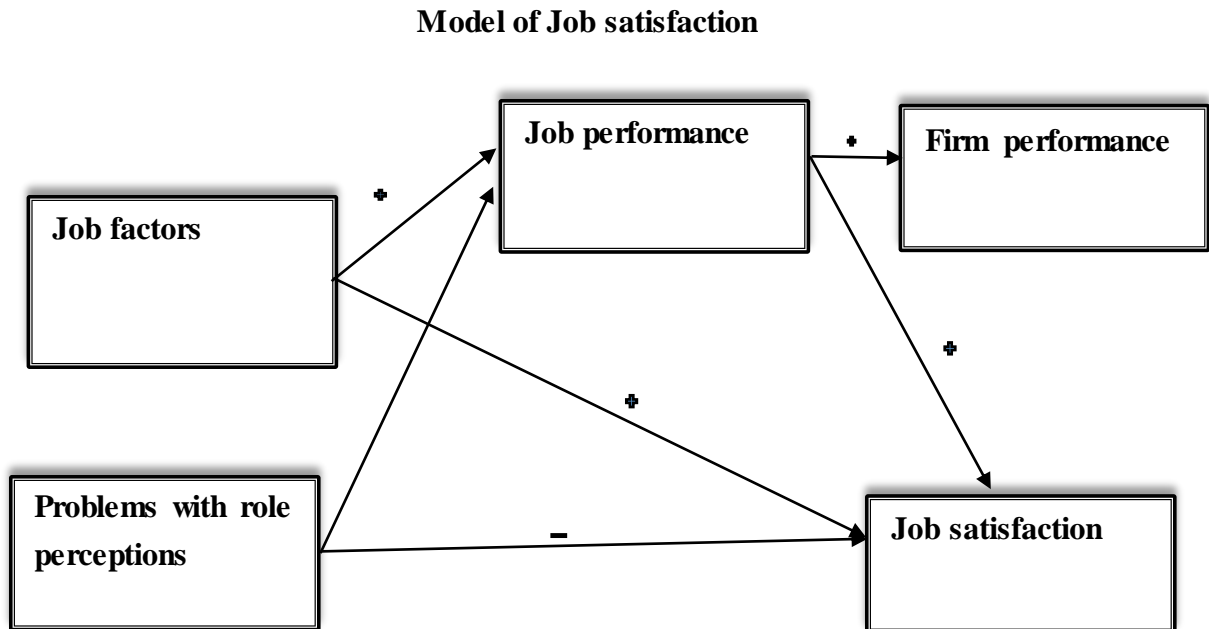


Figure 2.1 Job Satisfaction Model

Source: Christine, Lyer and Soberman (2006)

2.4 Conceptual Framework

Nachmias and Nachmias (2000) elaborate that conceptual frameworks are descriptive categories that are systematically placed in a broad structure of explicit propositions-statements of relationship between two or more empirical properties-which are to be accepted or rejected. These authors further point out that conceptual framework belongs to a higher level than a taxonomy because its propositions summarizes behaviours as well provide explanation and predictions for vast numbers of empirical observations.

Kombo and Tromp (2016) highlight the benefits of the conceptual framework as drawing clear relations to literature to the research goals and questions, helping in the development of the research design, providing reference points for discussion of literature, methodology and analysis of data, contributing to the trustworthiness of the study and conceptualizing the problem and providing means to link idea and data so that deeper connections can be revealed. In this study, the independent variables included integration factors namely; policies, qualification alignment and condition and scheme service. There are intervening variables in between the independent variables and a dependent variable.

Independent Variables

Integration

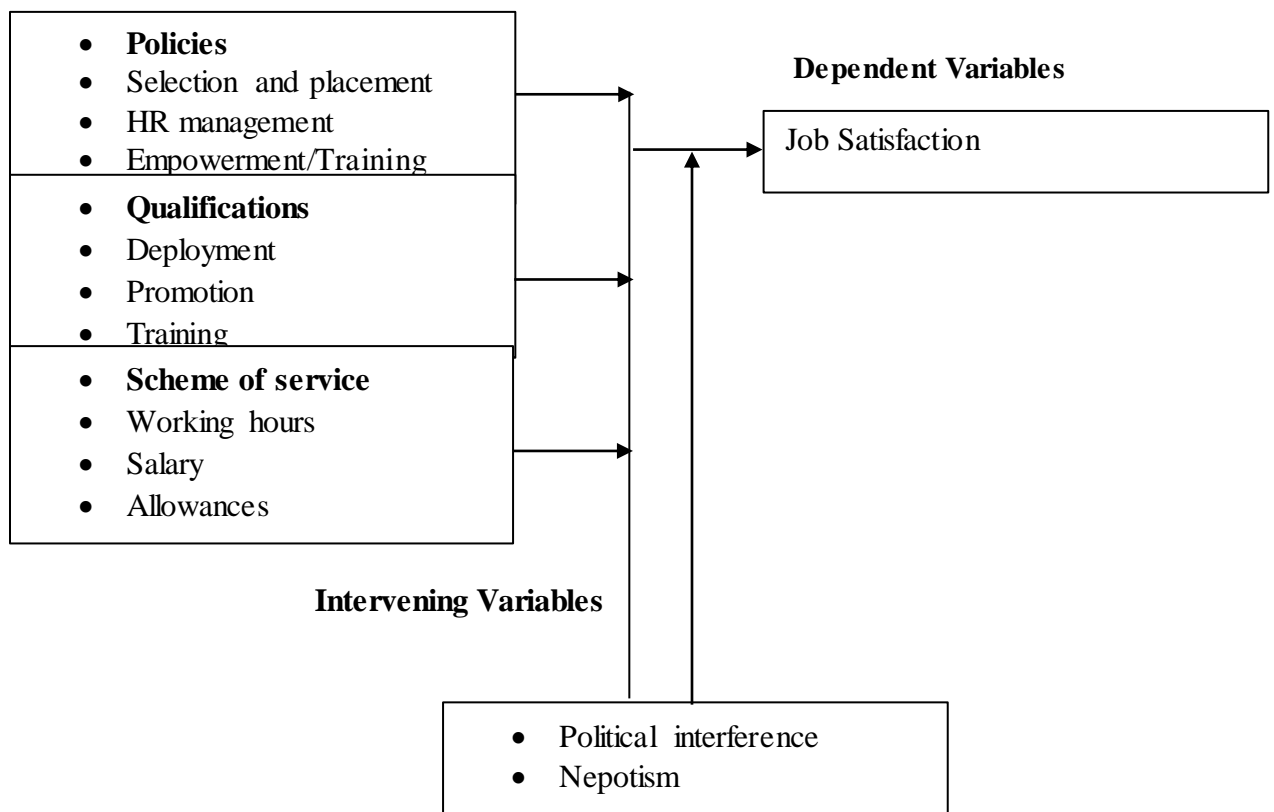


Figure 2.2; Conceptual Framework Model for the Study of the effects of integration criteria on job satisfaction among employees of defunct local authorities in Kenya: a case of County government of Kericho

Source: *Researcher, 2017*

The intervening variables were factors that the researcher hypothesized that it could affect the job satisfaction of the integrated employees. These factors were indeed establish that it had significance association in influencing integration of the employees of the county government.

2.6 Identification of Knowledge Gaps

The TA conducted preliminary data collection of all the staff of the defunct local authorities that were deployed to all the 47 counties in the country. The information collected was intended for strategic alignment of human resources, forecasting, estimating for personal emoluments as well as efficient and effective assimilation of employees. The preliminary studies by the T.A, did not look at the integration and job satisfaction of these employees of defunct local authorities, who were deployed to county governments. This study therefore was to establish the level of satisfaction among these employees who were deployed from the defunct local authorities to the county government.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research participants and methodology. It outlines the area of the study, research approach, study population, sampling, data collection instruments, techniques and procedures of data analysis and presentations. Finally it narrates the ethical considerations that were observed during the study.

3.2 Research Design

Kothari (2010) describes a research design as an abstract structure or master plan for gathering, assessing and interpreting empirical data. This study used a descriptive research. Kombo and Tromp (2016), point out that this design suits collection of information about people's attitude, opinions, habits or other social issues. This design was therefore relevant to this study as it explored attitudes and opinions of employees on the job satisfaction among the former employees of redundant local governments in Kericho County.

3.3 Location of the study

The study was carried out in Kericho County Government, one of the 47 counties in Kenya. This study site was chosen purposively. The researcher chose to carry out the study in Kericho County because it is of the feasible of the study in terms of gaining access to information and interviewees. Again, Kericho County had 402 employees who were deployed to the Kericho County government from defunct local authorities and this

number was sufficient for the study. According to the 2009 Kenya Housing and Population Census, the county had a population of 758,339 (CRA, 2013). Kericho County is known for its large tea industry. Its tea is among the best in the world largely due to its good quality and flavour. Subsistence farming is also practiced in the county. A large part of the Mau Forest considered Kenya's biggest water catchment towers area lies in the county. The forest is the source of some of the major rivers in Kenya such as the Ewaso Ng'iro River, Sondu River, Mara River and Njoro River.

Kericho County lies between longitude 35° 02' and 35° 40' East and between the equator and latitude 0° 23' South. The county is bordered by the Uasin Gishu County to the north, Baringo County to the northeast, Nandi to the northwest, Nakuru County to the east and Bomet County to the south. It is bordered to the South West by Nyamira and Homa Bay County and to the West by Kisumu County. The county covers a total of 2,479 km².

The county is composed of six sub-counties, namely, Kipkelion East, Kipkelion West, Kericho West/Belgut, Kericho East, Sigowet/Soin and Bureti Sub-County. Prior to devolved system of government, Kericho County had six local authorities which were; Kericho municipal council, Bureti county council, county council of Kipsigis, Town council of Litein, Town council of Londiani and Town council of Kipkelion.

3.4 Target Population

The target population for this research was 402 employees who were integrated to Kericho County government from the six (6) defunct local authorities that existed in Kericho by then namely Kericho Municipal Council, Bureti County Council, County

Council of Kipsigis, Town Council of Litein, Town Council of Londiani and Town Council of Kipkelion.

3.5 Sample Size and Sampling Procedures

The study used stratified random sampling to divide the population into subgroup. In this case, the study population was stratified according to the gender then the selection of the sample was done using simple randomly sampling. The study was stratified on gender basis gender has been considered an important variable in social and economic affairs of human activities and that without all gender inclusion, the process may be incomplete (CoK, 2010).

3.5.1 Sampling Frame

Sampling frame is a complete listing of all the target population. The researcher compiled a list of all members of the target population where the sample was selected using identified sampling method. Zikmund and Babin (2012) suggest that a sampling frame should be fairly archetypal to the population. The respondents selected from this sample frame participated in filling the questionnaire as shown in Table 3.1.

Table 3.1
Sampling Frame

Gender	Number of staff	Sample	% of Sample
Male	283	140	70%
Female	119	60	30%
Total	402	200	100

Source: Transitional Authority, 2013.

The study targeted 200 respondents and issued questionnaires to all these sampled individuals.

3.5.2 Sample Size determination

In determining the sample size for the survey, the researcher used the known number of defunct local authorities employees absorbed into the county government of Kericho which total to 402 individuals. The formula that was used to calculate the respondents to participate in the study was that by Yamane's formula, Reid and Boore (1991). The Yamane formula assumes a normal distribution. Employees integrated from defunct local authorities to the County government of Kericho were assumed to be normal in terms of the parameters under study and their interpretation of their experience and practice. The Yamane formula was therefore considered suitable for determining an appropriate sample size (Reid & Boore, 1991).

Yamane formula is:

$$n = \frac{N}{1 + N(e)^2} = \frac{402}{1 + 402(0.05)^2} = 200$$

Source: Yamane (1967)

Where: - n is the desired sample size, N=population size, e =the error of sampling.

The total population of respondents who were selected to participate in the survey study were two hundred (200) respondents.

3.6 Data Collection Instruments

The instruments for data collection used in the study were questionnaire, interview schedule and document analysis. Kombo and Tromp (2016) state that researchers should settle on instruments that provide high accuracy, general ability and explanatory power with low cost, rapid speed and a minimum of management demands with high administrative convenience. Therefore, questionnaire, interview schedule and document analysis were considered appropriate for the study.

(i) Document analysis

Document review serves as a powerful source of data in qualitative research. Jwan and Ong'ondo, (2011), add that one of the very strong advantage of documents as a source of data in qualitative research is that they enhance the credibility of the study. Among the relevant documents that the researcher reviewed include Transitional Authority reports and other available reports with information on deployment of employees.

(ii) Questionnaire

Selected employees who were integrated from defunct local authorities to the county government filled the questionnaires. The filled questionnaires were collected by the researcher, coded and analysed. Open-ended and closed-ended questions were used because of the advantages of this approach as outlined by Kombo and Tromp (2016),who emphasis that the use of both approaches lead to collecting complete and detailed data which improves understanding of the issues under research. In using questionnaire confidentiality can easily be upheld as the respondents were not allowed to disclose themselves but only provide the information required in the questionnaire. In the

study therefore questionnaire generated adequate information addressing the effects of integration criteria on job satisfaction of employees absorbed into the county government of Kericho.

(iii) Interview Schedule

The researcher carried out four key informant interviews, who were selected purposely on the basis of their knowledge and experience by using interview schedule. Through this method the researcher probed further the informants to get genuine and honest responses since most respondents do not like to expose their negative side when they are with other people (Mugenda & Mugenda, 2008). Jwan and Ong'ondo (2011) add that in-depth interviews are intended to get to what a person who is a participant in research thinks, the attitude of that person or to expose a person's reasons for thinking in a certain way. In addition, this instrument was useful because of the sensitivity of this topic as it involves the employer and employees (Kombo and Tromp, 2016). This data was then analysed thematically and triangulated to enhance the study.

3.6.1 Validity

The questionnaire and interview schedule utilized in the study were designed, developed and subjected to thorough appraisal and discussions with colleagues, supervisors and other experts in the field of research. The necessary review was made and appropriate corrections done before the instruments were administered the respondents and interviewees. Most researchers concur that a test is valid if it indicates what it is designed to indicate (Best, 1993). In this study, therefore, validity refers to the extent to which instruments ask the right questions in terms of accuracy. Kerlinger (1983) argues that for

a research instruments to be considered valid, the content selected and included in the questions must be relevant to the variable being investigated. The researcher ensured that the above stated principle was adhered to for the correct results to be obtained from the study. The researcher also keep on liaising and consulting with the supervisors from time to time to ensure that the study instruments used were appropriate for the study.

3.6.2 Reliability

Reliability is the extent to which a research tool generates similar outcomes with repeated use. Tuckman (1978) says that one way to measure reliability is to give the same people the same test on more than one occasion and then compare each person's performance on both occasions.

Reliability was ensured by writing down all the responses from the target key informants during the period of the data collection. The interview responses went on till the researcher was sure that the process has reached saturation point whereby the key informants have no new ideas but repetition. Materials that were collected were checked for common errors and in some cases clarifications were sought from the respondents. All the materials that were collected were stored properly by the researcher and this was helpful during the analysis period.

Pilot test was conducted with a sample of 15 respondents from West Pokot County, and Cronbach alpha test was done and coefficient value of 0.84 was achieved which showed the instrument was reliable. A pilot test was administered to the defunct local authorities' employees absorbed to the county government of West Pokot, which has the same

characteristics just like the respondents in the study area. This was to ensure that the research instruments were accurate for the study.

3.7 Data Collection Procedures

Upon approval of the proposal of this study by the Board of Graduate Studies of University of Kabianga, an introductory letter was issued to the researcher. The researcher sought a research permit from National Council for Science, Technology and Innovation (NACOSTI) in the Ministry of Education, Science and Technology which was then granted (See Appendix 4&5). The researcher also sought permission from the County government of Kericho, head of public service to administer the questions and interviews to the target employees and the authorization was given (Appendix 6). The researcher picked three research assistants who were postgraduate students enrolled in public universities Kenya to ensure accuracy in terms of the data collection. Before the data collection started, the researcher trained the research assistants in such a way that they were able to guide the employees while filling the questionnaire. This was to meet the university standard and also capture the data correctly and minimize errors in the questionnaire.

3.8 Data Analysis and Presentation

Both quantitative and qualitative methods were employed to analyse the collected data.

The data from the two approaches were triangulated into one document.

Quantitative data was collected through the survey method by the use of the questionnaires. Filled questionnaires were examined thoroughly by the researcher while checking errors and addressing appropriately.

The data was coded into the Statistical Package for Social Sciences Software (SPSS, version 20). It was then analysed using descriptive and inferential statistics, with hypothesis tests being done by use of the Pearson product moment correlation. Analysed data was presented in form of tables, graphs and narrations.

3.9 Ethical Considerations

Before collection of data the researcher briefed the respondents on their role in the research before they were encouraged to participate in the study. The researcher also guided the research assistants and briefed them on how to assure the participants' confidentiality and that their names or the names of their institutions would not appear anywhere in the study, and that any information that they provided would only be used for academic purposes.

Again, the researcher and his assistants assured respondents of anonymity which intended to hide the identity of respondents for any vindication or reprisal by their respective supervisors in their respective organizations. This was an important aspect as lack of confidentiality and mishandling of the information provided may harm respondents physical or even psychological (Mugenda & Mugenda, 2009). The researcher sought the consent of the participants and ensured all were encouraged to participate voluntarily. Kombo and Tromp (2006) indicate that the researcher must maintain confidentiality at all times and obtain informed consent from any subjects used in the study. Participants were informed that participation was voluntary and they can withdraw from the study at any stage of the interview, if they so desire without any penalty.

The researcher also took some few minutes before the start of the interview to reassure each and every one of them of all these aspects. Respondents were also accorded the opportunity to seek for clarifications and questions. The researcher sought permission

from the relevant authority of all the health facilities under study to photocopy all the portion of the documents that may be required and other documents available for purposes of references of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the research. The data obtained were analysed based on the research objectives and the hypothesis of the study. The results were presented in form of narrations, tables and graphs.

4.2 Results Interpretation and Discussion

The interpretation of both types of data was done concurrently. It also involved testing of hypothesis of the study and its interpretation. The section concludes with the discussions of the study.

4.2.1 General Demographic Information

The overview of the demographic information and the rate of return of the questionnaires is presented in this section.

4.2.2 Response Rate

Questionnaires were issued to the sampled county government employees who were given a week to fill. They were then collected for analysis and the results presented in Table 4.1.

Table 4.1: Response Rate

Respondents	Issued		Returned	
	F	%	F	% of the issued
Male	140	70	91	45.5
Female	60	30	49	24.5
Total	200		140	70.0

Key: F-Frequency, % Percentage

Table 4.1 shows that out of the 200 sampled respondents, 140 (70.0%) questionnaires were fully filled and returned. Out of this, 91 (45.5%) were male respondents and 49 (24.5%) were from the female respondents. Therefore, the response rate was 70%, which was appropriate since Mugenda and Mugenda (1999) consider an ideal response rate of 50%.

4.2.3 Demographic Data on Gender and Age

The gender and age of respondents may have an influence on the level of job satisfaction. It is always assumed that young people could be seen to be over-ambitious and therefore expecting a lot from their employer. Existing work structures may not appeal to most of the young group hence become dissatisfied leading to high work turnover. This also differ by gender of the employee. The results of the gender and age are presented in Table 4.2

Table 4.2: Gender and Age Cross-tabulation

		<u>Age</u>				<u>Total</u>	
		<u>Below</u>	<u>30</u>	<u>30-40</u>	<u>41-50</u>	<u>Above</u>	<u>50</u>
		<u>years</u>	<u>years</u>	<u>years</u>	<u>years</u>		
Male	Count	2	32	24	33		91
	% within	2.2%	35.2%	26.4%	36.3%		100.0%
Gender							
	% of Total	1.4%	22.9%	17.1%	23.6%		65.0%
Female	Count	9	18	22	0		49
	% within	18.4%	36.7%	44.9%	0.0%		100.0%
Gender							
	% of Total	6.4%	12.9%	15.7%	0.0%		35.0%
Total	Count	11	50	46	33		140
	% of Total	7.9%	35.7%	32.9%	23.6%		100.0%

Source: Researcher (2018)

Table 4.2 shows that there were 91 males which representing 65% of the total respondents and 49 females representing 35% of the respondents. Each of the two groups was composed of individuals of different ages. Firstly, on the side of male respondents, 2 were below 30 years which represented 2.2% of all males and 1.4 % of all the respondents, 32 were between 30 to 40 years representing 35.2% of all the males and 22.9% of all the respondents. Those aged between 41 to 50 years were 24 making up 26.4% of all the males and 17.1% of the total respondents. Those above 50 years were 33 representing 36.3% of total males and 23.6% of the total respondents. Majority of the male respondents were above 50 years of age (23.6%).

There were 9 female respondents below 30 years representing 18.4% of all the females and 6.4% of the total respondents. Those aged between 30 to 40 years were 18 with 36.7% of all the female respondents and 12.9% of the total respondents. Females aged between 41 and 50 were 22 representing 44.9% of all females and 15.7% of all the respondents. There were no female respondent aged above 50 years. This shows that majority of the female respondents were aged between 41 and 50 years as indicated by a larger value of 15.7%. The study therefore got information employees of both gender distributed over a wide range in ages.

4.2.4 Demographic Data on Level of Education

Level of education has a bearing on the placement criteria, alignment of qualifications and the terms of service in organization. Those with high qualifications expect to be aligned appropriately and failure to ensure that may lead to job dissatisfaction. The

findings on the level of education of the participants were as analysed and presented in Table 4.3.

Table 4.3: Level of Education

Level of Education	Frequency	Percent	Cumulative Percent
KCPE/CPE	7	5.0	5.0
High school level	11	7.9	12.9
College certificate	21	15.0	27.9
College diploma	37	26.4	54.3
Bachelors degree	52	37.1	91.4
Masters degree	12	8.6	100.0
Total	140	100.0	

Source: Researcher (2018)

Table 4.3 shows that 7 (5%) of the respondents had either KCPE or CPE qualifications, 11 (7.9%) had attained O-level or A-level qualifications while 21 (15%) had college certificates. Those with diplomas were 37 (26.4%) while 52 (37.1%) had Bachelors' degrees and 12 (8.6%) had masters' degrees.

Employees were further categorized into three levels based on their academic qualifications. Those who had primary and secondary certificates were classified as 'Lower level', those with college certificates and diplomas as 'Middle level', while those with bachelors' and masters' degree were categorized into Top level. This is as shown in Table 4.4.

Table 4.4: Employee Category

	Frequency	Percent
Low Level	18	12.9
Middle Level	58	41.4
Top Level	64	45.7
Total	140	100.0

Source: Researcher (2018)

Table 4.4 indicated that 18(12.9%) were lower level employees, 58(41.4%) were middle level while 64(45.7%) were top level. Middle and top level employees were almost the same number however the top level were more. This suggested that most of the top level employees were integrated into the new structure of the county government.

Education qualification is an important variable as it has always been used as a basis for employment and the higher qualification one has the higher chances of getting employment and being placed at higher rank jobs in organizations. It has been observed by many others that poorly qualified and skilled workforce tends to compromise service delivery and hence affect economic development (OECD, 2011).

4.2.5 Demographic Data on Gender and Years of Experience

The length of time an individual works for an organization may be an indication of their job satisfaction. However, those having a shorter length of experience could be representing the newly recruited workers and not necessarily low level of job satisfaction.

The gender and years of experience for the employees is as shown in Table 4.5.

Table 4.5
Gender and Years of Experience Cross-tabulation

	Years of experience						Total
	5-10 years	11-15 years	16-20 years	21-25 years	26-30 years	31 and above	
Male Count	5	26	28	9	12	11	91
% within gender	5.5%	28.6%	30.8%	9.9%	13.2%	12.1%	100.0%
% of Total	3.6%	18.6%	20.0%	6.4%	8.6%	7.9%	65.0%
Female Count	15	9	15	7	3	0	49
% Within gender	30.6%	18.4%	30.6%	14.3%	6.1%	0.0%	100.0%
% of Total	10.7%	6.4%	10.7%	5.0%	2.1%	0.0%	35.0%
Total Count	20	35	43	16	15	11	140
% of Total	14.3%	25.0%	30.7%	11.4%	10.7%	7.9%	100.0%

Source: Researcher (2018)

Table 4.5 indicates that 5 males representing 5.5% of total male respondents had between 5 to 10 years work experience which was 3.6% of the total respondents. Those with between 11 and 15 years of experience were 26 representing 28.6% of the male gender and 18.6% of the total population. Twenty-eight males had between 16 and 20 years of experience representing 30.8% of the male gender and 20% of the total population, while those between 21 and 25 years were 9 making up 13.2% of the males and 6.4% of the total population. Finally, there were 11 males above 30 years of experience representing 12.1% of totals males and 7.9% of the total respondents. From the foregoing, it was evident that a great number of men are either between 11 and 15 years or 16 and 20 years of experience. A few (3.6%) had 5-10 years of experience.

Nevertheless, 15 females had 5-10 and 16-20 years of experience, which represented 30.6% of the total females and 10.7% of the total respondents. Those having between 11 and 15 years of experience were 9 which was 18.4% of the total females and 6.4% of the total respondents. The ones who had between 21 and 25 years of experience were 7 which was 14.3% of all the females and 5.0% of the total respondents. Lastly, those with 26 and 30 years of experience were 3 representing 6.1% of the total females and 2.1% of the total respondents.

4.3 Results From the Study

Results from the study were presented starting from the outcome variable (job satisfaction), then followed by the three predictor variables namely; placement policies, alignment of qualifications and scheme of service.

The overview of extent of worker satisfaction with their jobs in the county government

was cross-tabulated as shown in Table 4.6.

Table 4.6: Employee Category and Job Satisfaction Cross-tabulation

			Job Satisfaction		Total
			yes	no	
Employee Category	Low Level	Count	12	6	18
		% within Employee Category	66.7%	33.3%	100.0%
		% of Total	8.6%	4.3%	12.9%
	Middle Level	Count	34	24	58
		% within Employee Category	58.6%	41.4%	100.0%
		% of Total	24.3%	17.1%	41.4%
	Top Level	Count	32	32	64
		% within Employee Category	50.0%	50.0%	100.0%
		% of Total	22.9%	22.9%	45.7%
Total	Count	78	62	140	
	% within Employee Category	55.7%	44.3%	100.0%	
	% of Total	55.7%	44.3%	100.0%	

Source: Researcher (2018)

Table 4.6, shows that out of 18 lower level employees, there were 12 (66.7%) who were satisfied with their job while 6 (33.3%) were dissatisfied. On the middle level employees, out of 58, there were 34(58.6%) satisfied with their jobs while 24(41.4%) were dissatisfied. Finally, among the top level employees there was a split in between for those satisfied and those dissatisfied, at 32(50%) each. In overall, 78(55.7%) of the employees were satisfied while 62 (44.3%) were dissatisfied with their jobs.

Though most of the employees were generally satisfied with integration some were dissatisfied as shown in Table 4.6, and this was attested by one of the Key informant who asserts that;

Some of the employees from defunct local authorities were integrated well while some were not. In this case I know some employees of former local authorities who were placed in positions which they didn't train for. This could be because no appraisals or rationalization has been done on employees of former local authority staff since we were integrated, (Personal Communication, KII 2, 2018).

4.3.1 Effects of placement policies on job satisfaction

The first objective of this study was to determine the effects of placement policies on job satisfaction. Descriptive statistics were obtained, followed by testing of hypothesis and finally the predictive component of placement policies on job satisfaction was established.

Table 4.7: Descriptive statistics on Placement policies

Opinions regarding satisfaction on:		1		2		3		4		5		Mean	Std
		F	%	F	%	F	%	F	%	F	%		
Selection and recruitment	of	9	6.4	35	25.0	19	13.6	66	47.1	11	7.9	3.25	1.11
Deployment of personnel		34	24.3	15	10.7	10	7.1	66	47.1	15	10.7	3.09	1.41
HR management		27	19.3	29	20.7	22	15.7	45	32.1	17	12.1	2.97	1.34
Job designation in this institution		25	17.9	25	17.9	23	16.4	55	39.3	12	8.6	3.03	1.28
Opportunity given to make decisions		20	14.3	27	19.3	30	21.4	44	31.4	19	13.6	3.11	1.27
Job disciplinary measures taken against employees		11	7.9	31	22.1	26	18.6	53	37.9	19	13.6	3.27	1.18
Organizational policies of delivery of quality service		7	5.0	23	16.4	28	20.0	55	39.3	27	19.3	3.51	1.13
Promotion policies of deployed employees from former local authorities		51	36.4	23	16.4	25	17.9	36	25.7	5	3.6	2.44	1.31
Promotion policies		55	39.3	31	22.1	28	20.0	15	10.7	11	7.9	2.26	1.29

Key: **1** = very low extent, **2**=Low extent, **3**= undecided, **4**=Large extent, **5** = Very large extent

Source: *Researcher (2018)*

Table 4.7 shows that 9 (6.4%) of the respondents were satisfied with the selection and recruitment process to a very low extent, 35 (25%) to a low extent while 19 (13.6%) were undecided. Sixty-six (47.1%) were satisfied to a large extent while 11(7.9%) were

satisfied to a very large extent. The mean score of this item was 3.25 with a standard deviation of 1.11. The mean was greater than the average mean score of 2.5 hence indicated that more than a half of the respondents were satisfied with the process.

On deployment of personnel, 34 (24.3%) were satisfied to a very low extent, 15 (10.7%) to a low extent while 10 (7.1%) were undecided. Sixty-six (47.1%) were satisfied to a large extent and 15 (10.7%) were satisfied to a very large extent. The mean score was 3.09 with a standard deviation of 1.41, hence most of the respondents were satisfied with deployment process.

On human resource management, 27 (19.3%) were satisfied to a very low extent, 29 (20.7%) to a low extent while 22 (15.7%) were undecided. Forty-five (32.1%) were satisfied to a large extent while 17 (12.1%) were satisfied to a very large extent. The mean score was 2.97 with a standard deviation of 1.34. This shows that at least 50% of the respondents were happy with the management of workers in the county. Though more than a half of respondents were satisfied by the human resource management, there were still concern of the dissatisfied employees, one of the key informant commented that:

In this County we need a strong human resource department to continuously review the condition and scheme of service, as it is now the human resource department which only manages leave schedules and other lighter matters when there are weighty matters to tackle (Personal Communication, KII 4).

Another key informant had a view that the human resource department seem not to advice the recruitment authorities well to avoid duplication of roles:

Here at the County, there are duplication of duties, new employees are recruited without exhausting or utilizing the available ones. In day today

routine work there are a lot of duplication of responsibilities but when there is emergency the experience employees are sought after to handle emergency issues (Personal Communication, KII 1).

On job designation, those who were satisfied to a very low extent and to a low extent were 25 (17.9%) while 23 (16.4%) were undecided. Fifty-five (39.3%) were satisfied to a large extent while 12(8.6%) were satisfied to a very large extent. The mean score was 3.03 with a standard deviation of 1.28 meaning that more than a half of the respondents were satisfied with their job designations.

On opportunity given to make decisions, 20 (14.3%) were satisfied to a very low extent, 27 (19.3%) to a low extent while 30 (21.4%) were undecided. Forty-four (31.4%) were satisfied to a large extent and 19 (13.6%) were satisfied to a very large extent. The mean score was 3.11 with a standard deviation of 1.27, indicating that most of the respondents were satisfied with opportunity given to make decisions. In regard to job disciplinary measures taken against employees 11 (7.9%) of the respondents were satisfied to a very low extent, 31 (22.1%) to a low extent while 26 (18.6%) were undecided. 53 (37.9%) were satisfied to a large extent while 19 (13.6%) were satisfied to a very large extent. The mean score of this item was 3.27 with a standard deviation of 1.18. The mean was greater than the average mean score of 2.5, indicating that over half of the participants were happy with the disciplinary actions.

With respect to organizational policies on quality of service delivery, 7 (5.0%) were satisfied to a very low extent, 23 (16.4%) to a low extent while 28 (20.0%) were undecided. Fifty-five (39.3%) were satisfied to a large extent while 27 (19.3%) were satisfied to a very large extent. The mean score was 3.51 with a standard deviation of

1.13. This means that more than a half of the respondents were satisfied with the policies taken in ensuring quality service delivery.

On promotion policies of deployed employees from former local authorities, Fifty-one (36.4%) were satisfied to a very low extent, 23 (16.4%) to a low extent while 25 (17.9%) were undecided. 36 (25.7%) were satisfied to a large extent and 5 (3.6%) were satisfied to a very large extent. The mean score was 2.44 with a standard deviation of 1.31. The mean score was less than the average score hence an indicator that most of the respondents were dissatisfied with the policies on promotion from the former local authorities.

With regard to the current promotion policies, 55 (39.3%) were satisfied to a very low extent, 31 (22.1%) to a low extent while 28 (20.0%) were undecided. 15 (10.7%) were satisfied to a large extent and 11(7.9%) were satisfied to a very large extent. The mean score was 2.26 with a standard deviation of 1.29. The mean score was also less than 2.5 indicating that majority of the respondents were dissatisfied with the current policies on promotion. This was affirmed by one of the key informant who revealed that;

We have never had appraisals or review for promotion since we were integrated into the county government almost six years now and this seems unfair to the integrated employees as review used to be conducted at the interval of three years in the defunct local authorities (Personal Communication, KII 1).

On this issues of promotion every Key informant interviewed had similar opinion on this and another one put it clear that;

Promotion of employees of former local authorities has never been effected since the coming of devolved units six years now down the line. On the other hand the implementation of salary increments stalled since

2013 to date and from the look of things it seems the concerned authorities are not even ready to so (Personal Communication, KII 3).

Generally, employees job satisfaction based on the placement policies were summarized in Figure 4.1.



Figure 4.1, Placement policies and Job Satisfaction

Source: Researcher (2018)

(b) Hypothesis testing

To allow for testing whether placement policies had any significant effect on job satisfaction, the following null hypothesis was advanced.

H₀₁: There is no significant effect of placement policies on job satisfaction of employees of defunct local authorities.

The results for the test were as presented in Table 4.8.

Table 4.8: Placement policies and job satisfaction Correlations

	Placement policies	Job Satisfaction
Placement policies	Pearson Correlation 1	.648 ^{**}
	Sig. (2-tailed)	.000

** . Correlation is significant at the 0.01 level (2-tailed)., n=140

Source: Researcher (2018)

Table 4.8 shows that there is significant positive association between placement policies and job satisfaction ($r=.648$, $P=0.000$). The null hypothesis was thus rejected, and it was

concluded that placement policies influenced job satisfaction. The positive relationship implied that when job placement policies are favourable to the employees, there will be a high level of job satisfaction.

(c) Prediction of job satisfaction from placement policies

Simple regression analysis

Simple regression analysis was carried out to determine the predictive power of placement policies on job satisfaction. The results are shown in Table 4.9

Table 4.9: Simple Regression of placement policies on Job satisfaction

Model	Standardized Coefficients	T	Sig.
	Beta		
1 (Constant)	1.503	13.057	.000
placement policies	.633	9.606	.000

a. Dependent Variable: Job Satisfaction

Source: Researcher (2018)

Table 4.9.indicates that placement policies is a significant predictor of job satisfaction among the workers of Kericho County ($B=0.633$, $p=0.000$). It resulted in the Equation (i).

$$Job\ satisfaction\ (JS) = 1.503 + 0.633(Placement\ policies).....Equation\ (i)$$

This means that from a constant value of 1.503, a unit change in placement policies will result in increase in job satisfaction by 0.663 times.

This finding agrees with Kumar and Sharma (2001), who pointed out that proper placement of employees improve overall performance and productivity in an organization. It further concludes that proper placement reduces turnover, absenteeism, accident and boost employees’ morale.

GoK (2016), elaborate that the placement policy provide for procedures on how individual are placed in certain position in an institution for continuous interruption of

operations of an organization. It provides for a structured way of engagement with relevant trade unions (GOK, 2006). The placement policy, matches employee's skills with the job content.

4.3.2 Effects of qualification alignment on the job satisfaction

The second objective of this study was to assess the qualifications alignment on job satisfaction level of employees of defunct local authorities. Descriptive statistics were obtained, followed by testing of hypothesis and finally the predictive component of qualifications alignment on job satisfaction was established.

(a) Descriptive analysis

Table 4.10: Descriptive statistics on alignment of qualifications

Satisfied with:	1		2		3		4		5		Mean	Std
	F	%	F	%	F	%	F	%	F	%		
Current job	9	6.4	17	12.1	23	16.4	61	43.6	30	21.4	3.61	1.14
Current job deployment	16	11.4	19	13.6	14	10.0	57	40.7	34	24.3	3.53	1.31
Job experiences per my qualifications	12	8.6	13	9.3	18	12.9	57	40.7	40	28.6	3.71	1.22
Training and development practices	31	22.1	21	15.0	33	23.6	41	29.3	14	10.0	2.90	1.32
Promotion as per qualifications of employees from former local authority	50	35.7	30	21.4	19	13.6	27	19.3	14	10.0	2.46	1.40

Key: **1** = very low extent, **2**=Low extent, **3**= undecided, **4**=Large extent, **5** = Very large

Source: Researcher (2018)

Table 4.10 shows that 9 (6.4%) were satisfied with their jobs to a very low extent, 17 (12.1%) were satisfied to a low extent, 23 (16.4%) were undecided, 61 (43.6%) were satisfied to a large extent while 30 (21.4%) were satisfied to a very large extent. The

mean score was 3.61 with a standard deviation of 1.14. This indicated that more than a half of the respondents were satisfied with their jobs at that moment.

With regard to job satisfaction according to the qualifications, 16 (11.4%) were satisfied with to a very low extent, 19 (13.6%) were satisfied to a low extent, 14 (10.0%) were undecided, 57 (40.7%) were satisfied to a large extent while 34 (24.3%) were satisfied to a very large extent. The mean score was 3.53 with a standard deviation of 1.31. This shows that more than a half of the respondents were satisfied with their jobs according to qualifications they possessed.

On satisfaction with job experiences commensurate with qualifications, 12 (8.6%) of the respondents were satisfied to a very low extent, 13 (9.3%) to a low extent while 18 (12.9%) were undecided. 57 (40.7%) were satisfied to a large extent while 40 (28.6%) were satisfied to a very large extent. The mean score of this item was 3.71 with a standard deviation of 1.22. The mean was greater than the average mean score of 2.5 indicating that more than a half of the respondents were satisfied with the job experiences

On satisfaction with training and development practices carried out, 31(22.1%) were satisfied to a very low extent, 21 (15.0%) to a low extent while 33 (23.6%) were undecided. Forty-one (29.3%) were satisfied to a large extent while 14 (10.0%) were satisfied to a very large extent. The mean score was 2.90 with a standard deviation of 1.32. This showed that majority of the respondents were contended with training and development practices conducted.

With respect to the way promotion was done as per the qualifications of employees from

former local authority, 50 (35.7%) were satisfied to a very low extent, 30 (21.4%) to a low extent while 19 (13.6%) were undecided. Twenty-seven (19.3%) were satisfied to a large extent and 14 (10.0%) were satisfied to a very large extent. The mean score was 2.46 with a standard deviation of 1.40. The mean score was less than the average score indicating that most of the respondents were dissatisfied with the way promotion from the former local authorities was done.

The overall job satisfaction as a result of qualification alignment is presented in Figure 4.2.



Figure 4.2, Qualification alignment and Job Satisfaction

Source: Researcher (2018)

Figure 4.2 shows that 36% of the respondents were dissatisfied with their jobs due to qualification alignment while 64% were satisfied. This implied that more than a half of the workers were satisfied with their current jobs as per their qualifications

(b) Hypothesis testing

In order to test whether qualification alignment had a significant effect on job satisfaction, the following null hypothesis was advanced.

H₀₂: There is no significant effect of qualification alignment on the job satisfaction of employees of defunct local authorities.

The test was conducted using Pearson moment correlation and the results presented in Table 4.11.

Table 4.11: Alignment of qualifications and job satisfaction correlations

	Qualification alignment	Job Satisfaction
	Pearson Correlation	1
Qualification alignment		.560**
	Sig. (2-tailed)	.000

** . Correlation is significant at the 0.01 level (2-tailed)., n=140

Source: Researcher (2018)

Table 4.10 shows that there was a significant positive relationship between qualification alignment and job satisfaction ($r=.560$, $P=0.000$). The null hypothesis was thus rejected, and it was concluded that qualification alignment influenced job satisfaction. The positive relationship implied that when workers' qualifications are well aligned to their jobs, there will be a high level of job satisfaction.

(c) Prediction of job satisfaction from qualification alignment

Simple regression analysis

Simple regression analysis was carried out to determine the predictive power of alignment of qualifications on job satisfaction. The results are as shown in Table 4.12 below.

Table 4.12: Simple Regression of Alignment of Qualifications on Job satisfaction

Model	Standardized Coefficients		T	Sig.
	Beta			
1 (Constant)	1.506		10.988	.000
1 Qualification alignment	.564		8.021	.000

a. Dependent Variable: Job Satisfaction

Source: Researcher (2018)

Table 4.12 indicates that qualification alignments is a significant predictor of job satisfaction among the workers of Kericho County (B = 0.564, p=0.000). It resulted in the Equation (ii).

$$\text{Job satisfaction (JS)} = 1.506 + 0.564(\text{Qualification alignment}) \dots \text{Equation (ii)}$$

This means that from a constant value of 1.506, a unit change in qualifications alignment will result in increase in job satisfaction by 0.564 times.

Aligning work with skills and qualification ensures maximum output from the employees. Professional training and skills empowerment have been identified as one of the factor that guides policy makers while making placement. Unqualified and unskilled human resource base contributes to the economic backwardness of a society (OECD, 2011). GoK (2016), outline that placement of employees in an office to serve should be on the basis of qualification and competencies which include abilities, knowledge, skills and experiences that matches and enable the officer to carry out the tasks and responsibilities well.

4.3.3 Effects of scheme of service on job satisfaction

The final objective of this study was to determine the effects of terms and conditions of service on job satisfaction level of employees of defunct local authorities. Descriptive statistics were obtained, followed by testing of hypothesis and finally the predictive

component of terms and conditions of service on job satisfaction was established.

Table 4.13
Descriptive statistics on schemes of service
a) Descriptive analysis

Conditions and scheme of service	1		2		3		4		5		Mean	Std dev
	F	%	F	%	F	%	F	%	F	%		
Satisfied with distribution of working hours	9	6.4	6	4.3	16	11.4	79	56.4	30	21.4	3.82	1.03
Satisfied with my salary	24	17.1	39	27.9	12	8.6	42	30.0	23	16.4	3.01	1.39
Satisfied with present rate of salary increment	36	25.7	31	22.1	22	15.7	38	27.1	13	9.3	2.72	1.35
Satisfied house allowance and other allowances	21	15.0	28	20.0	25	17.9	47	33.6	19	13.6	3.11	1.29
Affected by scheme of service in delivery of quality service	19	13.6	18	12.9	42	30.0	42	30.0	19	13.6	3.17	1.22

Key: 1 = very low extent, 2=Low extent, 3= undecided, 4=Large extent, 5 = Very large

Source: Researcher (2018)

Table 4.13 shows that 9 (6.4%) of the respondents were satisfied with the distribution of working hours to a very low extent, 6 (4.3%) to a low extent while 16 (11.4%) were undecided. 79 (56.4%) were satisfied to a large extent while 30 (21.4%) were satisfied to a very large extent. The mean score of this item was 3.82 with a standard deviation of 1.03. The mean was greater than the average mean score of 2.5 hence indicated that more than a half of the respondents were satisfied with the distribution of working hours.

On salary satisfaction, 24 (17.1%) were satisfied to a very low extent, 39 (27.9%) to a low extent while 12 (8.6%) were undecided. 42 (30.0%) were satisfied to a large extent and 23 (16.4%) were satisfied to a very large extent. The mean score was 3.01 with a standard deviation of 1.39, hence most of the respondents were satisfied with their salaries.

On the rate of salary increment, 36 (25.7%) were satisfied to a very low extent, 31 (22.1%) to a low extent while 22 (15.7%) were undecided. 38 (27.1%) were satisfied to a large extent while 13 (9.3%) were satisfied to a very large extent. The mean score was 2.72 with a standard deviation of 1.35. This means that more than a just slightly more than half of the respondents were satisfied with the current the rate of salary increment.

In regard to house allowance and other allowances, 21 (15.0%) were satisfied to a very low extent, 28 (20.0%) to a low extent, while 25 (17.9%) were undecided. 47 (33.6%) were satisfied to a large extent while 19 (13.6%) were satisfied to a very large extent. The mean score was 3.11 with a standard deviation of 1.29 meaning that more than a half of the respondents were satisfied with their house allowance and other allowances.

On whether they were affected by scheme of service in delivery of quality service, 19 (13.6%) were affected to a very low extent, 18 (12.9%) to a low extent while 42 (30.0%) were undecided. 42 (30.0%) were also affected to a large extent and 19 (13.6%) were affected to a very large extent. The mean score was 3.17 with a standard deviation of 1.22, indicating that most of the respondents were affected by the scheme of service in their delivery of quality services.

The minority who were dissatisfied with the scheme of service voiced out that;

There are no clear policies on integration of employees. This is because the employees of defunct local authorities were deployed without following any policies or procedure but it was based on the perceptions on their capabilities and performance (Personal Communication, KII 4).

In regard to job disciplinary measures taken against employees 11 (7.9%) of the respondents were satisfied to a very low extent, 31 (22.1%) to a low extent while 26 (18.6%) were undecided. 53 (37.9%) were satisfied to a large extent while 19 (13.6%) were satisfied to a very large extent. The mean score of this item was 3.27 with a standard deviation of 1.18. The mean was greater than the average mean score of 2.5 meaning that more than a half of the respondents were satisfied with the disciplinary process.

In general, 36% of the respondents were dissatisfied with their work as a result of schemes of service in place while 64% were satisfied with their work. The results were as shown Figure 4.3.

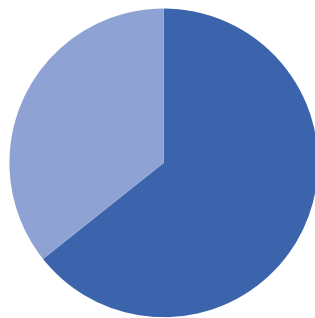


Figure 4.3: Schemes of service and job satisfaction

Source: Researcher (2018)

(b) Hypothesis testing

To find out whether terms of service had any significant effect on job satisfaction, the following null hypothesis was put forward.

H₀₃: There is no significant effect of schemes of service on job satisfaction of employees of defunct local authorities

The test was conducted using Pearson product moment correlation and the results presented in Table 4.14.

Table 4.14

Scheme of service and job satisfaction correlations

	Scheme of service	Job Satisfaction
Pearson Correlation	1	.493**
Scheme of service		
Sig. (2-tailed)		.000

** . Correlation is significant at the 0.01 level (2-tailed)., n=140

Source: Researcher (2018)

Table 4.14 shows that there was a significant positive relationship between scheme of service and job satisfaction ($r=.493$, $P=0.000$). The null hypothesis was thus rejected, and it was concluded that scheme of service influenced job satisfaction. The positive relationship implied that favourable schemes of service are likely to result in high level of job satisfaction.

(c) Prediction of job satisfaction from terms and conditions of service

Simple regression analysis

Simple regression analysis was carried out to determine the predictive power of alignment of qualifications on job satisfaction. The results are as shown in Table 4.15.

Table 4.15

Simple Regression of scheme of service on Job satisfaction

Model	Standardized Coefficients		T	Sig.
	Beta			
1 (Constant)	1.365		10.320	.000
1 Scheme of Service	.525		7.245	.000

a. Dependent Variable: Job Satisfaction

Source: Researcher (2018)

Table 4.15 indicates that scheme of service is a significant predictor of job satisfaction among the workers of Kericho County ($B = 0.525$, $p=0.000$). It resulted in the Equation (iii) $Job\ satisfaction\ (JS) = 1.365 + 0.525(Scheme\ of\ service)$Equation (iii)

This means that from a constant value of 1.365, a unit change in qualifications alignment will result in increase in job satisfaction by 0.525 times.

4.3.4 Integration Criteria and employees' satisfaction level

Respondents were asked to give their views on different items regarding job satisfaction on a scale between 1 to five where a score of 1 stood for agreement to a very low extent, 2 meaning to a low extent, 3 being undecided, 4 being to a large extent, and 5 being to a very large. The results were as presented in Table 4.16.

Table 4.16

Descriptive statistics on integration criteria and Job Satisfaction

integration criteria on job satisfaction	1		2		3		4		5		Mean	Std
	F	%	F	%	F	%	F	%	F	%		
Satisfied with entire integration in the county.	13	9.3	16	11.4	39	27.9	57	40.7	15	10.7	3.32	1.11
Satisfied with placement policies used to place me.	18	12.9	23	16.4	32	22.9	49	35.0	18	12.9	3.19	1.23
Satisfied with alignment practices of my qualifications to my job.	6	4.3	22	15.7	32	22.9	62	44.3	18	12.9	3.46	1.04
Satisfied with scheme of service of employees	21	15.0	32	22.9	29	20.7	50	35.7	8	5.7	2.94	1.19

Key: 1 = very low extent, 2=Low extent, 3= undecided, 4=Large extent, 5 = Very large

Source: Researcher (2018)

Table 4.16 shows that 13 (9.3%) of the respondents were satisfied to a very low extent on the entire integration of workers in the county government of Kericho. On the other hand, 16 (11.4%) agreed to a low extent, 39 (27.9%) were undecided, 47 (40.7%) agreed to a large extent while 15 (10.7%) agreed to a very large extent. Their mean score was 3.32

with a standard deviation of 1.11. Since the scores ranged from 1-5, the mean of 3.32 showed that over 50% the participants were contented with the integration project.

On the specific areas carried out in the county government in regard to employee management, respondents were asked to give their views on placement policies, alignment practices and scheme of service. On placement policies, 18 (12.9%) were satisfied to a very low extent, 23 (16.4%) to a low extent, 32 (22.9%) were undecided, 49 (35%) were satisfied to a large extent while 18 (12.9%) were satisfied to a very large extent. The mean score was 3.19 with a standard deviation of 1.23. This indicated that more than a half of the respondents were satisfied with placement policies in the county government.

Satisfaction on alignment practices were agreed by 6 (4.3%) respondents to a very low extent, 22 (15.7%) to a low extent, while 32 (22.9%) were undecided. Sixty-two (44.3%) agreed to a large extent and 18 (12.9%) were satisfied to a very large extent. The mean score was 3.46 with a standard deviation of 1.04. This also showed that over 50% of the participants were contented with the alignment practices.

Finally, on the extent of satisfaction with scheme of service, 21(15%) were satisfied to a very low extent, 32 (22.9) to a low extent, 29(20.7%) were undecided, 50 (35.7%) were satisfied to a large extent and 8 (5.7%) to a very large extent. The mean score was 2.94 with a standard deviation of 1.19.

4.4 Further Analysis

Multiple regression was carried out on the three predictor variables namely; placement policies, alignment of qualifications and scheme of service; and job satisfaction being the outcome variable (dependent variable). This was meant to understand the aggregate contribution of the three predictor variables on the job satisfaction of workers in Kericho County government. The results were presented in Table 4.17.

Table 4.17

Model summary of predictors of job satisfaction

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.664 ^a	.441	.425	.86227

a. Predictors: (Constant), integration criteria, alignment of qualifications, scheme of service, placement policies

Source: Researcher (2018)

Table 4.17 shows that R square (R^2) = 0.441 meaning that about 44.1% of the change in job satisfaction can be attributed to placement policies, alignment of qualifications and scheme of service. The other remaining 55.6% can be attributed to other factors that were not addressed in this study.

Employees work satisfaction should be positively linked to subsequent facets affected by appraisals or any other measurement of work, such pay as promotion, supervision, work environment, benefits, training and work itself and co-workers (Blau, 1999).

Table 4.18

Multiple Regression Beta coefficients

Model	Standardized Coefficients	t	Sig.
	Beta		
(Constant)	7.012	22.396	.000
Placement policies	.463	4.361	.000
Alignment of qualifications	.123	1.191	.236
Scheme of service	.081	.820	.414

a. Dependent Variable: Job Satisfaction

Source: Researcher (2018)

Table 4.18 shows that all the three predictor variables were statistically significant predictors of job satisfaction. Placement policies had the highest effect on job satisfaction as indicated by the highest beta index of $\beta = 0.263$, it was then followed by alignment with qualifications ($\beta = 0.123$). Scheme of service had the least predictive index ($\beta = 0.081$).

The overall equation predicting whether an employee will be satisfied or not is indicated in Equation iv:

$$\text{Job Satisfaction (JS)} = 7.012 + 0.463(PLP) + 0.123(ALQ) + 0.081(SCS), \quad N=140,$$

$P < 0.05$*Equation iv*

Where:

PLP= placement policies; ALQ= alignment of qualifications; and SCS= scheme of service

Equation 1 indicates that all three predictor variables held constant, job satisfaction can be increased by a multiplicative index of 7.012.

This means that when all other factors held constant one unit change in placement policies (PLP) will result in an increase in job satisfaction by 0.463 times. When all the other factors are held constant, one unit change in qualification alignments (ALQ), results in 0.123 times improvement in job satisfaction of integrated employees of defunct local authorities to Kericho county government. On the other hand, one unit change in scheme of service will result in 0.081 times increase in job satisfaction with all other factors held constant.

This section looks at the overall contribution of the dependent variables on job satisfaction. When all are combined, we can use to tell their predictive value in determining workers' job satisfaction. Placement policy has a negative predictive value, meaning that it contributes to the workers' job dissatisfaction.

Table 4.19

Summary of Hypotheses Testing

4.5 Summary of hypothesis testing

Null hypothesis	Type of test	p-value	Conclusion
H₀₁: There is no significant effect between placement policies on job satisfaction among employees of defunct local authorities.	Pearson	0.000	Reject the null hypothesis
H₀₂: There is no significant effect between qualification alignments on job satisfaction among employees of defunct local authorities.	Pearson	0.000	Reject the null hypothesis
H₀₃: There is no significant effect of terms of service on job satisfaction among employees of defunct local authorities.	Pearson	0.000	Reject the null hypothesis

Source: Researcher (2018)

4.6 Discussions

A satisfied staff in any organization is an asset that can drive the mandate and objectives of the institution. The county government was to prioritize the engagement of human resource personnel to ensure success of devolution and carrying out its mandate to the satisfaction of the citizens (World Bank, 2012). During the transition to the devolved system of government in 2013, all employees who were working in various local authorities were integrated alongside those from the devolved departments of national government and those who were recruited during the early stage of devolution and they were to work together as a team to drive the agenda of county government in their respective counties and this process was declared success in Kericho county despite few challenges (TA, 2013).

Many studies that have been carried out all over the World affirm that proper integration of employees in any organization enhance and contribute to positive effects of the organization in terms of production, job retention as well overall job satisfaction. It further asserts that it also enhance team work and increase job enlargement level (Sims, 2010). Deb (2006) adds that proper and well integration of employees into any organization tend to stabilize employee and hence increase the level of job satisfaction. From the results of this study the employees who were integrated from defunct local authorities to work in County government of Kericho were satisfied with integration process as shown in Figure 4.1, though there were still minority who were dissatisfied on the integration criteria as far as placement policies, qualification alignments and scheme of service were concerned.

Through the study the findings on the placement policies shows that the employees were satisfied with the placement policies as shown in Table 4.6. This is in agreement with the directive given by the government that employees should be placed where their skills match with the job content (GOK, 2006). Washburn (2009), argues that adherence to policy in placing an employee may seem to hinder creativity but looking at it from broader perspective it can be seen as a guide to providing a boundary to creativity of the employees.

On alignments of integration of employees with their qualification, majority were satisfied with their placement as shown in Table 4.10. On this issue of qualification and placement, Cedefop (2010), asserts that due to unemployment only few individual accept employment that do not match their skills and qualifications.

Scheme of service was tested and the results indicated that more than a half of the respondents were satisfied as shown in Table 4.14. This is in line with the guideline by Kenyan government on the procedure to adhere as far as scheme of service is concerned. GOK (2006), indicates and outline scheme of service which all should adhere to and it include; procedures of placement, staff appraisal, promotions, remuneration, allowances and other staff benefits including staff entitlement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the research findings. It begins with a brief review of the background, objectives, hypothesis and methodology used in the study. It also present the conclusions based on the findings of the research. Finally, the chapter presents recommendations and suggestions for further research.

5.2 Summary

This study was carried out with the purpose of establishing the effects of integration criteria on job satisfaction among employees of defunct local authorities in Kenya; a case of employees of the county government of Kericho. This is because when the Country, established the new devolved units, there were fears that the Counties might fail to put in place systems to integrate human resources for effective service delivery. This is because integration of employees have been known to have a long term effects to the organizations across the World. In Kenya just after implementation of the new constitution in 2013, the HR audit conducted by the TA noted that some of the staff in some Counties in the Country were not deployed or integrated well and the mostly affected, were those who were serving under the defunct local authorities. It was pointed out that some of these employees were not integrated according to the skills they possessed, experience and qualifications but on the basis of favourism or political affiliations (TA, 2013). This situation demotivated these integrated employees and

affected their service delivery to the public. It has not been established whether any corrective measure were undertaken thereafter or the problem still persists.

It is on this basis therefore that this study sought to establish the effects of integration criteria on job satisfaction of these employees of defunct local authorities absorbed into the county government.

One hundred and forty (140) respondents participated in survey by filling and returning the questionnaire and in addition four key informant interviews were held. The questionnaires were analyzed, interpreted and triangulated with the results from the key informant interview. From the results of the research, conclusion and recommendations were made. The following are the summary of the findings according to the objectives;

5.2.1 Effect of placement policies on job satisfaction

Sixty three percent (63%) of the employees were satisfied with placement policies while thirty seven percent (37 %) were satisfied. This shows that majority of the workers were satisfied with placement policies in the county. To allow for testing further whether placement policies had any significant effect on job satisfaction, the null hypothesis that there is no significant effect of placement policies on job satisfaction of employees of defunct local authorities was tested. The results showed that there was a significant statistical association between placement policies and job satisfaction among the employees of defunct local authorities hence the null hypothesis was rejected and alternate hypothesis accepted as shown in Table 4.7.

Simple regression was further conducted on job satisfaction from placement policies and the results showed that placement policy was a significant predictor of job satisfaction

($\beta = 0.633, p = 0.000$).

5.2.2 Effect of qualification alignment job satisfaction

On qualifications alignment 40% of employees were dissatisfied with integration to the County government while 60% were satisfied. This indicated that a large number of the workers were satisfied with the alignment of qualification to their jobs. Further, null hypothesis that there is no effect of qualification alignment on the job satisfaction of employees of defunct local authorities was tested. It was found out that qualification alignment had a significant effect on the employees hence null was rejected and alternate hypothesis was accepted as shown in Table 4.10

Regression analysis was conducted to determine the predictive index of qualification alignment and it showed that alignment with qualifications variable was a significant predictor of job satisfaction ($\beta = 0.564, p = 0.000$).

5.2.3 Effect of scheme of service on job satisfaction

On terms of service 35.7% of employees interviewed were dissatisfied with the scheme of service while 64.3% were satisfied. This also indicated that most of the employees were satisfied with the scheme of service applied to them while they were integrated to the county government of Kericho as shown in Figure 4.1. To find out whether terms of service had any significant effect on job satisfaction, the null hypothesis that there is no significant effect of terms of service on job satisfaction of employees of defunct local authorities a further test was conducted by using Pearson moment correlation as shown in Table 4.14 and was found that there is significant association between job satisfaction and scheme of service of integrated employees of defunct local authorities hence null hypothesis was rejected and alternate hypothesis accepted.

Simple regression was again conducted on the scheme of service and job satisfaction and the results showed that, the scheme of service was a significant predictor of job satisfaction ($\beta = 0.525, p = 0.000$).

5.3 Conclusions

The major findings of the study as per the three objectives which initially guided the study are revealed that a majority of the workers were satisfied with placement policies in the county with 63% while 37% were dissatisfied. On qualifications alignment 40% were dissatisfied while 60% were satisfied. This indicated that a large number of the workers were satisfied with the alignment according to qualification in the county. Finally, 36% were dissatisfied with the scheme of service while 64% were satisfied. This also indicated that most of the employees were satisfied with the scheme of service applied in the county government of Kericho.

In testing the hypothesis that there is no significant effect of placement policies on job satisfaction of employees of defunct local authorities by using Pearson moment correlation, it showed that there was a significant statistical association between placement policies and job satisfaction hence the null hypothesis is rejected implying that the placement policies affect job satisfaction.

The second hypothesis stated that there was no significant effect of qualification alignment on the job satisfaction of employees of defunct local authorities. It was established that there was a positive significant relationship between alignment of qualifications and job satisfaction. This implied that majority of the employees of defunct local authorities were aligned well with their respective qualifications. This therefore implied then that the null hypothesis was rejected and the alternate hypothesis accepted that a positive relationship existed between qualifications alignment and job satisfaction

of employees of defunct local authorities currently working in County government of Kericho in Kenya.

On testing the third hypothesis of study that there was no significant effect of schemes of service on job satisfaction of employees of defunct local authorities, the test was conducted using Pearson moment correlation and the results showed that there was a significant association between scheme of service and job satisfaction. The null hypothesis was therefore rejected meaning that scheme of service affects job satisfaction.

In conclusion, it was found out that majority of the defunct local authorities employees who were integrated to Kericho County Government were satisfied with the integration on the basis of placement policy, qualification alignment and scheme of service.

5.4 Recommendations

Based on the findings of this study, the following recommendations are made:

The county government should carry out appraisal to each integrated employees from defunct local authorities to ensure that the minority who are not satisfied with integration can have their concerns addressed appropriately in order to achieve 100% job satisfactions among the employees to improve service delivery. This is because this study established that there are minority who are dissatisfied with the integration and need to be brought to join the group of the majority who are satisfied in order to achieve the mandate of the County government as outlined in County Government of 2012.

The county government should carry out performance appraisals among its employees within an interval of one year and those who are due for promotion should be promoted accordingly as some employees have voiced out concerns that they have not been

appraised nor promoted since 2013 and this has led to dissatisfaction. This study revealed that there are employees who have who have not been appraised and promoted past the required period.

5.5 Suggestions for Further Research

This study was conducted on employees who were integrated to the County government from defunct local authorities and therefore a comparative study could be conducted on job satisfaction of all integrated employees working in County government.

A similar study could be conducted on employees from the national government who were integrated to work for county government since an onset of devolution in the Country on their job satisfaction as their experience could be useful for applicability by the management of the county government. This is because this study concentrated on only employees who were integrated to the county government from defunct local authorities.

Comparative study could be conducted on job satisfaction among employees working for national and county government to establish the satisfaction among these employees. This is because the findings from this kind of study will provide a pointer to the factors that need to address among the employees of the two level of government to achieve high level of job satisfaction among government employees.

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APPENDIX A: LETTER TO RESPONDENT

University of Kabianga
P.O Box 2030-20200,
Kericho

Tel.0722476309/073476309

Dear Respondent,

RE: REQUEST TO COLLECT RESEARCH DATA

I am MBA student of University of Kabianga, School of Business and Economics. I am carrying out a research on the *effects of integration criteria on job satisfaction among employees of defunct local authorities in Kenya; a case of county government of Kericho*. Am collecting data from integrated employees to achieve the objective of my study. I would kindly request you to take your time to answer questions in the questionnaire. Please give your opinions and views objectively. The information received will be treated with utmost confidentiality and will be used for academic purpose only.

I thank you in advance for your cooperation

Yours Faithfully,



Simeon Tin'gaa,

0722476309.

APPENDIX B: QUESTIONNAIRE

SECTION A

PRELIMINARY INFORMATION

Instructions; Please put a single tick [✓] against the choice of your answer

NO	QUESTIONS	CHOICES
1.	Your Age (in years):	<30Yrs <input type="checkbox"/> 30-40 Yrs <input type="checkbox"/> 41 -50Yrs <input type="checkbox"/> 51+ Yrs <input type="checkbox"/>
2	Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
3.	What is your highest level of Education?	1.KCPE/CPE <input type="checkbox"/> ii. O-LEVEL/A-level <input type="checkbox"/> iii. KNEC/College certificate <input type="checkbox"/> iv. Diploma <input type="checkbox"/> v. Degree <input type="checkbox"/> vi. Masters <input type="checkbox"/> vii. PhD <input type="checkbox"/>
4.	How many years of work experience do you have	i. 5-10 years <input type="checkbox"/> ii. 11-15 years <input type="checkbox"/> iii. 16-20 years <input type="checkbox"/> iv. 21-25 years <input type="checkbox"/> v. 26-30 years <input type="checkbox"/> v. 31 above years <input type="checkbox"/>
SECTION B. PLACEMENT POLICIES AND JOB SATISFACTION		

	Select your opinion regarding job placement policies and job satisfaction in your organization (5 = Very large extent, 4=Large extent, 3= Undecided, 2=Low extent , 1 = Very low extent). Put a tick (√) against your choice	5	4	3	2	1
5.	To what extent are you satisfied with selection and recruitment policies in your organization/					
6.	To what extent are you satisfied with the way deployment of personnel from defunct local authorities was done					
7.	To what extent do you agree that the HR management section in your organization used favourable policies to deploy defunct local authorities employees to county government					
8.	To what extent does job designation of employees from defunct local authorities make them enjoy their work?					
9.	To what extent does opportunity given to your to make decisions in performance of your work make you feel you are valued in the county government?					
10.	To what extent are you satisfied with disciplinary measures and action taken against employees in this institution who were deployed from the former local authorities?					
11.	To what extent are you satisfied with your organization policies of delivery of quality services to clients by former employees of local authorities?					
12.	To what extent are you satisfied with promotion policies of deployed employees from former local authorities in your institution					
13.	To what extent are you satisfied with promotion policies in your institution					
14.	Are you satisfied with the policies which were used in placement of employees from former local authorities' employees in your current institution? Yes [] No []					
15.	If No in 14 briefly explain your answer					
SECTION C. ALIGNMENT OF QUALIFICATIONS AND JOB SATISFACTION						
	Select your opinion regarding job qualifications and job satisfaction in your organization (5 = Very large extent, 4=Large extent, 3= Undecided, 2=Low extent , 1 = Very low extent). Put a tick (√) against your choice	5	4	3	2	1
16.	To what extent are you satisfied with your current job?					

17.	To what extent does the way you were deployed in line with your qualifications make you happy with your current job?					
18.	To what extent are you satisfied with your job experiences in relation to your relevant qualifications in this institution?					
19	How satisfied are you with training and development practices carried out in this institution to improve your job performance					
20	To what extent are you satisfied with the way promotion is done in regard to qualifications of employees from former local authorities in this institution?					
21.	Are you satisfied with the alignment of former local authorities' employees' qualifications to their jobs in your current institution? Yes [] No []					
22.	If No in 21 briefly explain your answer					

SECTION D: SCHEME OF SERVICE AND JOB SATISFACTION

	Select your opinions regarding conditions and scheme of service in your organization (5 = Very large extent, 4=Large extent, 3= Undecided, 2=Low extent , 1 = Very low extent). Put a tick (√) against your choice	5	4	3	2	1
23.	To what extent are you satisfied with distribution of working hours in this institution?					
24	To what extent are you satisfied with your salary in this institution?					
25	To what extent are you satisfied with the present rate of salary increases in this institution?					
26	To what extent are you satisfied with house allowance and other allowance in this institution?					
27	To what extent are you affected by the scheme of service in delivery of quality service in this institution?					
28	Are you satisfied with the scheme of service of local authorities' employees in your current institution? Yes [] No []					
29.	If No in 28 briefly explain your answer					

SECTION E. INTEGRATION CRITERIA AND JOB SATISFACTION						
	Select your opinions regarding integration criteria and job satisfaction in your organization (5 = Very large extent, 4=Large extent, 3= Undecided, 2=Low extent, 1 = Very low extent). Put a tick (√) against your choice	5	4	3	2	1
30	In general what extent are you satisfied with the entire integration to the county government process in this institution?					
31	What extent are you satisfied with the entire placement policies which were used to place you in your current job in this organization?					
32.	To what extent are you satisfied with entire alignment practices of your qualifications to your job in this institution?					
33.	To what extent are you satisfied with the entire scheme of service of employees in this institution?					

34. Apart from placement policies, alignment of qualifications and condition and scheme of service what else do you think contribute to proper integration for defunct local authorities employees to the county government?

35. What other suggestions would you give to the county government to implement in order to improve the level of job satisfaction among integrated employees?.....

.....

.....

END

APPENDIX C: INTERVIEW SCHEDULE

1. Briefly explain to me how integration happened at this institution during adoption of the devolved system of governance from local authority to county government?
.....
2. Explain how placement policies of former local authorities employees affect their job satisfaction.....
3. Explain how job placement based on alignment to the qualifications and experiences during integration of former local authorities employees contribute to employees job satisfaction
.....
4. Explain how condition and scheme of service practices influence job satisfaction of the former local authorities' employees
.....
5. Apart from placement policies, alignment of qualifications and condition and scheme of service what else do you think contribute to proper integration of defunct local authorities employees to the county government?
.....
6. Do you have any other information regarding different factors which influenced job satisfaction of integrated employees of defunct local authorities to the county Government?
.....

END

APPENDIX D: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. SIMEON LOTULYA TING'AA
of UNIVERSITY OF NAIROBI, 6823-30100
ELDORET, has been permitted to conduct
research in Kericho County

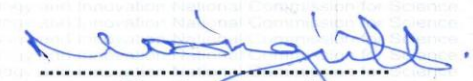
Permit No : NACOSTI/P/18/15516/21202
Date Of Issue : 26th March, 2018
Fee Received :Ksh 1000

on the topic: THE EFFECTS OF
INTEGRATION CRITERIA ON JOB
SATISFACTION AMONG EMPLOYEES OF
DEFUNCT LOCAL AUTHORITIES IN
KENYA. A CASE OF EMPLOYEES OF THE
COUNTY GOVERNMENT OF KERICHO.

for the period ending:
23rd March, 2019




Applicant's
Signature


Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No.A 18059

CONDITIONS: see back page

APPENDIX E: LETTER OF RESEARCH AUTHORIZATION FROM NACOSTI



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/15516/21202**

Date: **26th March, 2018**

Simeon Lotulya Ting`aa
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“The effects of integration criteria on job satisfaction among employees of defunct local authorities in Kenya. A case of employees of the county government of Kericho,”* I am pleased to inform you that you have been authorized to undertake research in **Kericho County** for the period ending **23rd March, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Kericho County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**DR. M.K. RUGUTT, PhD, OGW
DIRECTOR GENERAL**

Copy to:

The County Commissioner
Kericho County.

The County Director of Education
Kericho County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

**APPENDIX F: LETTER OF RESEARCH AUTHORIZATION FROM COUNTY
GOVERNMENT OF KERICHO**

COUNTY GOVERNMENT OF KERICHO

MEMO

From: Stephen Cheruiyot
Chief Officer, Public Service Management

To: All Chief Officers

Date: 13th April, 2018

Ref: KEC/CER/3/12

RE: RESEARCH AUTHORIZATION - SIMEON LOTULYA TING'AA

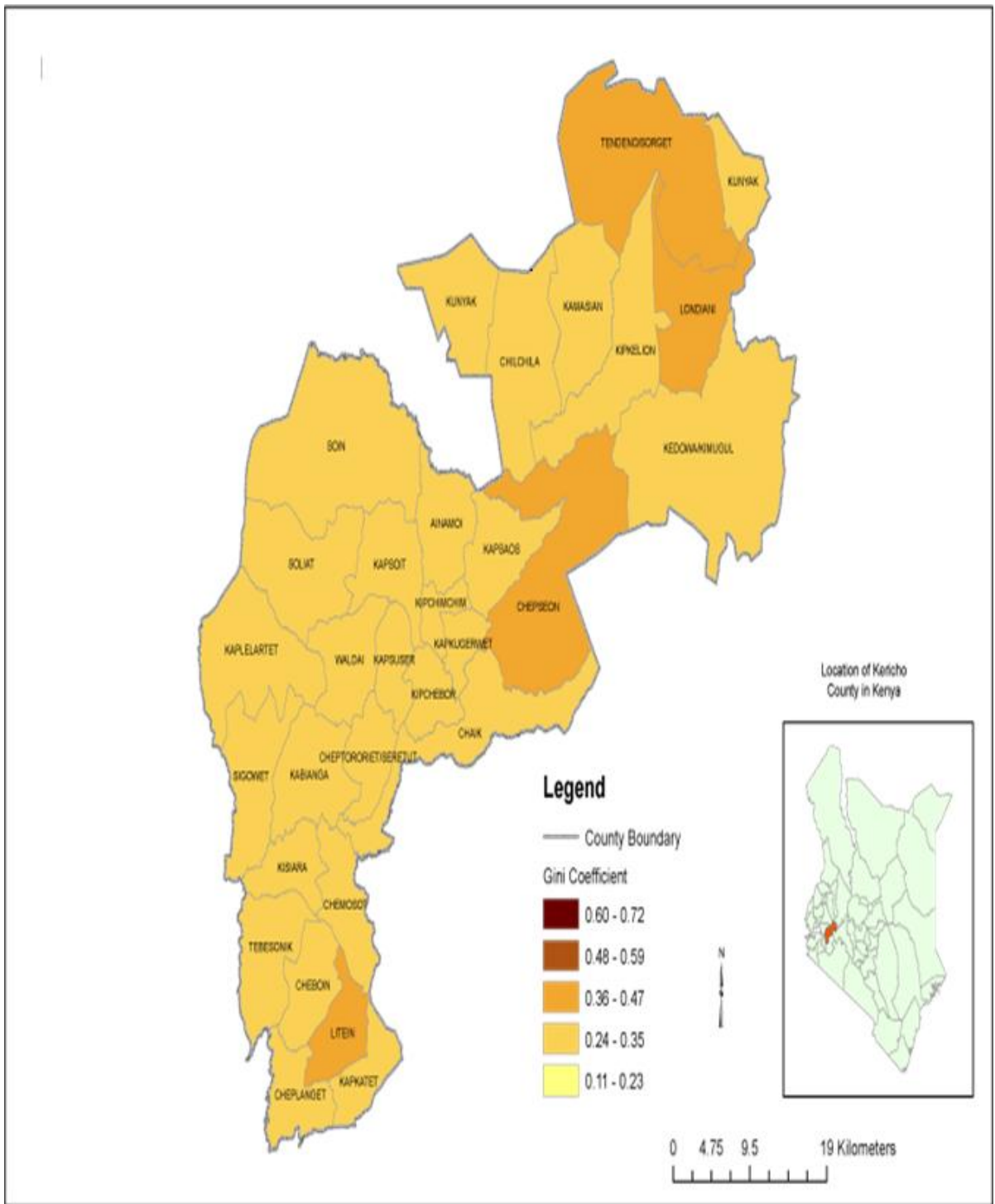
The above named person who is a student of University of kabianga, undertaking a research on 'The effects of integration criteria on job satisfaction among employees of Defunct Local Authorities in kenya'.

The target population are the employees of the County Government. The purpose of this letter is to request that you accord him audience by responding to the questionnaire. Note that any form of response is purely for academic purposes.


Stephen Cheruiyot
Chief Officer, Public Service Management



APPENDIX G: MAP OF KERICHO COUNTY



Source: Kenya National Bureau of Statistics (2010)

APPENDIX H: PUBLICATION

The Effects of Placement Policies Criteria on Job Satisfaction among Employees of Defunct Local Authorities in Kenya: A Case of Employees of the County Government of Kericho

Ting'aa Simeon Lotulya; Hellen W. Sang, Wiltter Rop;

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Abstract: *When the new constitution of Kenya was promulgated in 2010, 47 County governments were created from 175 local authorities which were in existence by then. In 2013, the process of transfer of functions and resources to the devolved units of government was carried out. This process was declared successful in time. Nonetheless, it faced many challenges. This study therefore sought to establish the effects of integration criteria on job satisfaction of defunct local authorities' employees in Kenya, with a case study of employees absorbed into the County Government of Kericho. Although employees who worked in the defunct local authorities before devolution were absorbed by county governments, it seems unclear whether or not these employees were satisfied with the deployment. As such, this study sought to establish the level of satisfaction of these employees. Specifically, the study sought to establish the effects of placement policies, qualifications alignment and condition of service on job satisfaction among the integrated employees. The study used descriptive survey design. It adopted mixed methods research, adopting both quantitative and qualitative approaches to collect data. A sample of one hundred and forty (140) respondents participated in the study. Key informant interviews, a questionnaire and document analysis were used to collect data. Stratified sampling technique was used to select the sample and purposive sampling was used to select the four key interviewees. Quantitative data was analysed using descriptive and inferential statistics while Chi-Square was used to test the hypotheses. Qualitative data was analysed thematically. The results were then presented in narrative, tables and graphs. The research findings revealed that majority (62.9%) of the workers were satisfied with placement policies in the County. The study concluded that majority of the defunct local authorities' employees in Kericho County were satisfied with the integration on the basis of placement policy. The significance of this study is in its practical contribution, which is geared towards addressing the employees integrated to the county government. The study recommends for appraisal of integrated employees to address the need of the minority integrated employees who are dissatisfied. The study also recommends that the County government to carryout performance appraisals annually and those due for promotion be promoted accordingly.*

Keywords: *Integration, Defunct Local Authorities, Devolution, Placement Policies, Kericho County, Kenya*

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I. Introduction

Job satisfaction has been linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation; job satisfaction is more of an attitude, an internal state. It can be associated with a personal feeling of achievement (Mullins, 2005). Job satisfaction may be considered as one of the main factors which determines efficiency and effectiveness of organizations. The new managerial paradigm insists that employees be treated and considered primarily as human beings that have their own wants, needs and personal desires (Smoke, 2012).

Placement Policy

The placement policy of the staff in any organization must always be consistent with international applicable labour relations legislations- ILO laws. The placement policy of organization provide for procedures on how individual are placed in certain position in an institution for continuous and un interruption of operations of an organization. It provides for a structured way of engagement with relevant

trade unions (GOK, 2006). The placement policy, matches employee's skills with the job content. Organization policy guide the employees to align his or her goals with that of organization hence employee will be satisfied with his job as well as the company or an organization.

Eggemeier (2011), suggests that deviation from adhering to the policy of the organization may be a pointer that the employee performance are not aligned with the goals of the organization that, he or she works for and that leads to conflict or clash and the ultimate will be dissatisfaction of both parties. Washburn (2009), notes that adherence of the policy of an organization in the glance may seem to be an hindrance to creativity but looking at it from a broad perspective, it may be seen as useful guide that provide a boundary to creativity. This will lead to satisfaction of an employee as the policy provide framework for operations.

Overview of Devolution across the World

Smoke (2012) points out that devolved system of government has been successful in most countries of the World like US, Sweden, UK, India, South Africa and Nigeria. The author also notes that there are different types of devolved systems of governance practiced by different countries. For example, the US, Nigeria and India use the federal state systems. South Africa also has a devolved system of government, having regional governments headed by a premier while the national government retains supervisory and oversight roles. In East Africa, Uganda has been documented to practice devolution through kingdoms/districts while Tanzania practices through *Jimbo*s (regions). Other countries in Africa practicing devolved systems are Rwanda and Namibia (World Bank, 2012; Smoke, 2012).

All these different systems of devolution also experience varied challenges regarding the management of resources, key among them being the placement of human resources. Personnel are charged with the key responsibilities of delivering essential services to citizens of the particular devolved units. These challenges faced by devolved units, especially those of the human capital, if not handled well can lead to poor performance of these units in their quest for service delivery. In 1999, Indonesia reported to have had increased or worsened corruption in human resource management after decentralization of services. The World Bank (2012) posits that, in Indonesia, the levels of corruption have increased after decentralization which is evidenced by the sharp rise for the prices paid for civil service jobs.

The constitution of Uganda provides that each district to have its own commission or agency called District Service Commission (DSC), responsible for handling human resource personnel. This commission can be equated to the current Kenya's County Public Service Boards for each of the 47 counties. The DSC members are normally appointed by politicians, leading to a situation whereby DSCs were always used to influence public service recruitment for political needs.

Following the promulgation of the 2010 Constitution, the Kenya government put in concerted efforts to ensure that the constitution is implemented. The time-table for implementation of the new constitution was laid down under article 185 (2) and 197 (2) and expounded in schedule 4 of the constitution defined the distribution of functions between the national and County Governments (GOK, 2010). The Transitional Authority (TA) was established to carry out an audit of the existing human resources of the government and local authorities as outlined in the Transitional to Devolved Government Act, 2012, section 7 (i). Additionally, the same Act, in section 7 (m), mandates the TA to advice on the effective and efficient deployment of the human resource to either level of government. The TA conducted a human resource audit in 2013 and issued guidelines for deployment of the human resource to serve in either national or county governments, according to the distribution of the function between national and county governments.

It has been observed that the manner in which employees are integrated into an organization affects how they will be able to contribute to the organizational objectives and goals. Batt and Valcour (2003) aver that employers should be provided with workplace cultures that are conducive, reflected formally by the policies and values that support integration of all employees.

Integration of Defunct Local Authorities' Employees in Kericho County

By the time the Government of Kenya implemented the new Constitution in 2013, the defunct local authorities across all the 47 counties had a total of 32,237 employees (TA, 2013). Kericho County had 402 employees, which consisted of 70% male and 30% female staff (TA, 2013). Integrating new employees into the organizational system has been known to have long-term effects. The costs of an unsuccessful integration are very high. In most cases, it leads to poor service delivery and injures the reputation of an organization, and it normally takes several years for such an organization to recover from the negative effect of unsuccessful integration (CLOD, 2016).

CLOD (2016) has studied the integration of new employees to work place in United States of America (USA). The study revealed that the newly integrated employees see and recognize the following aspects of employment as very important: good rapport and trust between the immediate supervisor and employees; opportunities to use talents and skills; compensation/pay; reliable and meaningful communication between the employees and supervisor; on-the-job training/professional growth; a competent supervisor; meaningful work that contributes to the organization's mission; clear expectation of the job; accountability; recognition and appreciation.

Statement of the Problem

Since independence in Kenya in 1963, political leaders have held two divergent views about devolution. One view offers potential for the country to redress perceived ethnic and political biases by giving local communities control over resources, including human resources and decisions about service delivery. The second view holds that devolution could undermine national unity by fragmenting state powers or by decentralizing corruption leaving the citizens worse, or worse still local leaders and elites could capture resources to the detriment of the majority of the newly established devolved units (World Bank, 2012). When devolution was rolled out, there were indeed fears that the counties might fail to put in place systems to integrate human, among other, resources for effective service delivery.

Following implementation of the new constitution in 2013, the HR audit conducted by the TA noted that some of the staff in the counties were not deployed or integrated well. The most affected were those who had served under the defunct local authorities. Some of these employees were not integrated according to the skills, work experience and relevant qualifications they possessed, but on the basis of favouritism or political affiliations (TA, 2013). It was further observed that the work environment of some of these employees were not conducive. Some of the officers did not have the requisite space, basic office resources, tools and equipment to enable them undertake their duties. As a result, the audit revealed that most of the integrated employees were demotivated and their service delivery to the public was low. There seems to be no evidence as to whether or not corrective measures were undertaken to rectify this problem. It is on this basis that the study sought to establish the effects of integration of placement policies criteria among defunct local authorities' employees absorbed into the County government on the job satisfaction a case of county government of Kericho, Kenya.

II. Materials and Methods

The study was carried out in Kericho County Government, one of the 47 counties in Kenya. This study site was chosen purposively. According to the 2009 Kenya Housing and Population Census, the county had a population of 758,339 (CRA, 2013). Kericho County is known for its large tea industry. Its tea is among the best in the world largely due to its good quality and flavour. Subsistence farming is also practiced in the county. A large part of the Mau forest, considered Kenya's biggest water catchment towers area, lies in the County. The forest gives rise to some of the major rivers among them the Ewaso Ng'iro River, Sondu River, Mara River and Njoro River.

Kericho County lies between longitude 35° 02' and 35° 40' East and between the equator and latitude 0 23' South. The County is bordered by the Uasin Gishu County to the north, Baringo County to the northeast, Nandi to the northwest, Nakuru County to the east and Bomet County to the south. It is bordered to the South West by Nyamira and Homa Bay Counties and to the West by Kisumu County. The County covers a total of 2,479 km². The County is composed of six sub-counties, namely Kipkelion East, Kipkelion West, Kericho West/Belgut, Kericho East, Sigowet/Soin and Bureti.

The target population for the research was 402 employees who were integrated to Kericho County government from the six (6) defunct local authorities that existed in Kericho by then, namely Kericho municipal council, Bureti county council, county council of Kipsigis, Town council of Litein, Town council of Londiani and Town council of Kipkelion. The instruments for data collection used in the study were questionnaire, interview schedule and document analysis. Among the relevant documents that the researcher reviewed include Transitional Authority reports and other available reports with information on deployment of employees. A total of one hundred and forty (140) employees filled questionnaires administered by the researcher, coded and analysed. Quantitative data was analysed using descriptive statistics while qualitative data was analysed thematically.

III. Results and Discussion

Descriptive statistics were obtained, followed by testing of hypotheses and finally the predictive component of placement polices on job satisfaction was established. The study found that 37.1% of the

employees were dissatisfied with placement policies while 62.9% were satisfied. This shows that a majority of the workers were satisfied with placement policies in the County. Table 1 below presents the descriptive statistics.

Table 1: Descriptive Analysis of Placement Policies and Job Satisfaction

Statements on job satisfaction	1		2		3		4		5		Mean	Std
	F	%	F	%	F	%	F	%	F	%		
Selection and recruitment	9	6.4	35	25.0	19	13.6	66	47.1	11	7.9	3.25	1.11
Deployment of personnel	34	24.3	15	10.7	10	7.1	66	47.1	15	10.7	3.09	1.41
HR management	27	19.3	29	20.7	22	15.7	45	32.1	17	12.1	2.97	1.34
Job designation in this institution	25	17.9	25	17.9	23	16.4	55	39.3	12	8.6	3.03	1.28
Opportunity given to make decisions	20	14.3	27	19.3	30	21.4	44	31.4	19	13.6	3.11	1.27
Job disciplinary measures taken against employees	11	7.9	31	22.1	26	18.6	53	37.9	19	13.6	3.27	1.18
Organizational policies of delivery of quality service	7	5.0	23	16.4	28	20.0	55	39.3	27	19.3	3.51	1.13
Promotion policies of deployed employees from former local authorities	51	36.4	23	16.4	25	17.9	36	25.7	5	3.6	2.44	1.31
Promotion policies	55	39.3	31	22.1	28	20.0	15	10.7	11	7.9	2.26	1.29

Key: 1 = very low extent, 2=Low extent, 3= undecided, 4=Large extent, 5 = Very large extent

As indicated in Table 1 above, 6.4% of the respondents were satisfied to a very low extent with the selection and recruitment process, 35(25%) were satisfied to a low extent while 19(13.6%) were undecided. Moreover, 66(47.1%) were satisfied to a large extent while 11(7.9%) were satisfied to a very large extent. The mean score of this item was 3.25 with a standard deviation being 1.11. The mean was greater than the average mean score of 2.5, indicating that more than half of the respondents were satisfied with the process. On deployment of personnel, 34(24.3%) were satisfied to a very low extent, 15(10.7%) to a low extent while 10(7.1%) were undecided. Additionally, 66(47.1%) were satisfied to a large extent and 15(10.7%) were satisfied to a very large extent. The mean score was 3.09 with a standard deviation of 1.41, meaning most of the respondents were satisfied with deployment process. On human resource management, 27(19.3%) were satisfied to a very low extent, 29 (20.7%) to a low extent while 22(15.7%) were undecided. Another 45(32.1%) were satisfied to a large extent while 17(12.1%) were satisfied to a very large extent. The mean score was 2.97 with a standard deviation of 1.34. This implied that more than a half of the respondents were satisfied with the management of workers in the county.

Though more than a half of respondents were satisfied by the human resource management, there were still concerns over the dissatisfied employees. One of the key informant commented thus:

In this County we need a strong human resource department to continuously review policy on the scheme of service, as it is now the human resource department only manage leave schedules and other small matters when they are weighty matters to tackle (Personal Communication, KII 4, 2018).

Another key informant held the view that the human resource department seemed not to advice the recruitment authorities to avoid duplication of roles:

Here at the County, there are duplication of duties, new employees are recruited without exhausting or utilizing the available ones. In day today routine work there are a lot of duplication of responsibilities but when there is emergence the experience employees are sought after (Personal Communication, KII 1).

On job designation, those who were satisfied to a very low extent and to a low extent were 25(17.9%) while 23(16.4%) were undecided. Moreover, 55(39.3%) were satisfied to a large extent while 12(8.6%) were satisfied to a very large extent. The mean score was 3.03 with a standard deviation of 1.28 meaning that more than a half of the respondents were satisfied with their job designations.

On opportunity given to make decisions, 20(14.3%) were satisfied to a very low extent, 27(19.3%) to a low extent while 30(21.4%) were undecided. Again, 44(31.4%) were satisfied to a large extent and 19(13.6%) were satisfied to a very large extent. The mean score was 3.11 with a standard deviation of 1.27, indicating that most of the respondents were satisfied with opportunity given to make decisions. In regard to job disciplinary measures taken against employees, 11(7.9%) of the respondents were satisfied to a very

low extent, 31(22.1%) to a low extent while 26(18.6%) were undecided. Fifty-three (37.9%) were satisfied to a large extent while 19(13.6%) were satisfied to a very large extent. The mean score of this item was 3.27 with a standard deviation of 1.18. The mean was greater than the average mean score of 2.5, meaning that more than a half of the respondents were satisfied with the disciplinary process.

With respect to organizational policies on quality of service delivery, 7(5.0%) were satisfied to a very low extent, 23(16.4%) to a low extent while 28(20.0%) were undecided. Fifty-five (39.3%) were satisfied to a large extent while 27(19.3%) were satisfied to a very large extent. The mean score was 3.51 with a standard deviation of 1.13. This meant that more than a half of the respondents were satisfied with the policies taken in ensuring quality service delivery.

Regarding promotion policies of deployed employees from former local authorities, 51(36.4%) were satisfied to a very low extent, 23(16.4%) to a low extent while 25(17.9%) were undecided. Again, 36(25.7%) were satisfied to a large extent and 5(3.6%) were satisfied to a very large extent. The mean score was 2.44 with a standard deviation of 1.31. The mean score was less than the average, hence an indicator that most of the respondents were dissatisfied with the policies on promotion from the former local authorities.

With regard to the current promotion policies, 55(39.3%) were satisfied to a very low extent, 31(22.1%) to a low extent while 28(20.0%) were undecided. Fifteen (10.7%) were satisfied to a large extent and 11(7.9%) were satisfied to a very large extent. The mean score was 2.26 with a standard deviation of 1.29. The mean score was also less than 2.5 indicating that majority of the respondents were dissatisfied with the current policies on promotion. This was affirmed by one of the key informant who revealed that: We have never had appraisals or review for promotion since we were integrated into the county government almost six years now and this seems unfair to the integrated employees as review used to be conducted at the interval of three years in the defunct local authorities (Personal Communication, KII 1). On the issues of promotion, every key informant interviewed had a similar opinion on this. As one put it clear: Promotion of employees of former local authorities have never been effected since the coming of devolved units six years now down the line. On the other hand the implementation of salary increments stalled since 2013 to date and from the look of things it seems the concerned authorities are not even ready to so (Personal Communication, KII 3).

Hypothesis Test Results

To test whether or not placement policies had any significant effect on job satisfaction, the following null hypothesis was advanced: There is no significant effect of placement policies on job satisfaction of employees of defunct local authorities. The test was conducted using Chi-square and the results presented as shown here.

Table 2: Hypothesis Test Results

Variable	Value	Df	Asymp. Sig.
Chi-Square	51.286 ^a	25	0.000

This shows that there is significant statistical association between placement policies and job satisfaction ($\chi^2=51.286$, $df=25$, $P=0.000$). The null hypothesis is then rejected, implying that placement policies affect job satisfaction. In order to determine the direction of the relationship between the two variables, Cramer's V statistic was obtained and the results were as shown in Table 3 below.

Table 3: Cramer's V Value for Placement Policies and Worker Job Satisfaction

		Value	Approx. Sig.
Nominal by Nominal	Phi	0.784	0.000
	Cramer's V	0.784	0.000

Table 3 shows a significant and positive relationship (0.784) placement policies and worker job satisfaction. This implies that when job placement policies are favourable to the employees, there will be a high level of job satisfaction.

Prediction of Job Satisfaction from Placement Policies

Binomial logistic regression analysis was carried out to determine the predictive power of placement policies on job satisfaction. The results were as shown in table 4 below.

Table 4: Binary Logistic Regression of Placement Policies on Job satisfaction

Variables in the Equation		B	S.E	Wald	Df	Sig.	Exp(B)
Step 1 ^a	PLP	-.206	.032	40.379	1	0.000	0.814
	Constant	4.744	0.829	32.735	1	0.000	114.896

a. Variable(s) entered on step 1: PLP.

Key: PLP- Placement Policies

The results in the table above indicate that placement policies is a significant predictor of job satisfaction among the workers of Kericho County (Exp (B) =0.814, p=0.000). This means that the odds of being satisfied with work is 0.814 times higher when policy placements are favourable than when they are not.

In summary, 62.9% of the employees were satisfied with placement policies while 37.1% were satisfied. This shows that majority of the workers were satisfied with placement policies in the county. To allow for testing further whether placement policies had any significant effect on job satisfaction, the null hypothesis that there is no significant effect of placement policies on job satisfaction of employees of defunct local authorities was tested. The results showed that there is a significant statistical association between placement policies and job satisfaction among the employees of defunct local authorities hence the null hypothesis was rejected and alternate hypothesis accepted.

IV. Recommendations

The county government should carry out appraisal to each integrated employees from defunct local authorities to ensure that the minority who are not satisfied with integration can have their concerned addressed appropriately in order to achieve 100% job satisfactions among the employees to improve service delivery. This is because the study established that there are minority who are dissatisfied with the integration and need to be brought to join the group of the majority who are satisfied in order to achieve the mandate of the County government as outlined in County Government of 2012.

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