ORGANIZATIONAL CULTURE AND EMPLOYEE’S JOB SATISFACTION: THE CASE OF EMPLOYEES IN SEVENTH-DAY ADVENTIST CHURCH EDUCATIONAL INSTITUTIONS IN WESTERN KENYA

BY:-

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DECLARATION

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DEDICATION

This thesis is dedicated to my beloved wife Ann, my sons Brian, Jeremy and Maxwell and my daughter Clarice for their moral and financial support as I undertook my studies.
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I am deeply indebted to my Heavenly father for giving me strength, determination, courage, abundance of good health and financial resources to carry out this noble and worthy course.

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Time and space would fail me to appreciate all those who assisted me in one way or the other. May God grant all of them long life and abundant blessings for the way they contributed to my study, however small it might have been.
This study was motivated by the observed continued high turnover of employees from the Seventh-day Adventist (S.D.A) Church Education institutions. The purpose of this study was to determine the level of employee’s job satisfaction and the relationship between the organizational culture dimensions (institutional dominant characteristics, institutional leadership styles, management of employees, strategic emphasis, institutional glue and the criteria for measuring success in the institutions) and employee’s job satisfaction among the employees of Seventh-day Adventist (S.D.A) church maintained education institutions in Western Kenya region. In spite of there being many studies that had been carried out on the relationship between organizational culture and employee’s job satisfaction in Kenya and the world at large, there was so far no documented study that had specifically studied the relationship between the organizational culture dimensions in this study and specifically in the (S.D.A) Church maintained education institutions in Kenya. Therefore, this study forms a basis for reference not only to the managers of the S.D.A Church education institutions but also to prospective researchers. This study employed an explanatory research design and specifically survey. This approach was adopted owing to the fact that the study aimed at explaining the phenomena of the study rather than just describing them. Furthermore, an explanatory research is useful when a study aims at testing hypotheses as the case was with this study. Data was collected using a self constructed structured questionnaire administered to the teaching and support staff. A total of 380 questionnaires were distributed to the respondents. However, the usable questionnaires were 308. Data collected was presented in form of tables. The Statistical Package for Social Scientists (SPSS) was used to analyze the data. Data analysis was done at two levels. At the first level, data was analyzed using descriptive statistics that included frequencies, percentages, the mean, and the standard deviation. At the second level, multiple regression analysis was conducted to test the study hypotheses. Study findings from the descriptive statistics indicated that the level of employee’s job satisfaction in the institutions was generally low indicated by a high employee turnover. The inferential statics led to the findings that: institutional dominant characteristics, leadership style, management of employees and strategic emphases are significant and positive predictors of employee’s job satisfaction. However, the study findings indicated that institutional glue and the criteria used by the institutions to measure their success were not strong predictors of employee’s job satisfaction in the S.D.A Church Maintained education institutions. On the overall the study established that the prevailing organizational culture dimensions could account for up to 73.4% of the variance in employee’s job satisfaction in the S.D.A Church maintained education institutions. The researcher recommends that the institutions should redefine the glue that holds the employees together and redefine their criteria for measuring success because the study findings indicated that the current measures do not contribute to employee’s job satisfaction. Further, the institutions should work to improve the level of employee’s job satisfaction because the study findings pointed to a low employee’s job satisfaction.
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ABBREVIATIONS AND ACRONYMS

CEO: Chief Executive Officers
CVF: Competing Values Framework
EAU: East African Union
EAD: East African Division
EFA: Exploratory Factor Analysis
G.C: General Conference
HRD: Human Resource Development
HRM: Human resource management
KOM: Kaiser-Meyer-Olkin Measure
MSQ: Minnesota Satisfaction Questionnaire
OCAI: Organizational Culture Assessment Instrument
PM: Participative Management
PDM: Participatory Decision Making
PBM SIG: Performance-Based Management Special Interest Group
S.D.A: Seventh - day Adventist
TQM: Total Quality Management
TMT: Top Management Team
OPERATIONAL DEFINITION OF KEY TERMS

The following terms are used in the study and are defined as follows:

Criteria for Success: How success is measured in the institutions. It includes aspects of who gets rewarded, profits, market share and penetration, sensitivity to customers and concern for people, development of new products and services, dependability and optimum cost.

Dominant Characteristics: The degree of teamwork and sense of belonging, level of creativity and dynamism, focus on goals and competition, reliance upon systems and emphasis on efficiency.

East African Union (E.A.U) of S.D.A. Church: The overall organization in Kenya that runs all the S.D.A churches and institutional affairs.

East Central African Division (E.C.A.D) of S.D.A. Church: The highest office that runs the affairs of the S.D.A Church in the East and Central African region.

General Conference (G.C) of S.D.A: The highest Organization that runs the S.D.A. Church in the whole world.

Job Satisfaction: A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences (Locke, 1976)

Leadership Style: Refers to the dominant behaviour exhibited by the leaders/administrators of the S.D.A. Church maintained education institutions.
Management of Employees: Refers to the dominant behaviour exhibited by the board of management of the S.D.A. Church maintained education institutions in handling employee’s issues. It includes the degree of consultation, participation and consensus, working environment.

Organizational Culture: Refers to a set of values, beliefs, customs, traditions and philosophy of work which is originated by top management and held by the entire human resource of the organization (Needle (2004). In this study it is inferred from the dominant characteristics, the leadership style and management of employees, the strategic emphasis, the institutional glue and the criteria of measuring success in the institutions.

Organizational Glue: The bonding mechanisms that hold the organization together such as cohesion and teamwork, loyalty and commitment, entrepreneurship and flexibility, rules and policies, goal orientation and competitiveness.

S.D.A Church: This is a christian denomination with branches throughout the world operating a series of education institutions as their sole sponsor.

S.D.A Church Maintained Education Institutions: These are those institutions in which the S.D.A Church is the sole proprietor in terms of sponsorship and management. All the employees are hired by the Church and do not receive government appropriations due to their nature of management.
**Strategic Emphasis:** The organizational strategy drivers that include long term development of human capital, innovation, stability and competitive advantage, growth and acquisition and achievement of goals.