

**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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SBE/D.PHIL/020/09

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF
PHILOSOPHY IN BUSINESS MANAGEMENT OF THE DEPARTMENT OF
MANAGEMENT SCIENCE, MOI UNIVERSITY.**

NOVEMBER, 2014

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.

ACKNOWLEDGEMENTS

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.

I owe my supervisors Professor Michael Korir and Dr. Catherine Kiprop immense gratitude for their invaluable commitment, guidance, encouragement, inspiration and insights without which, may be, the road would have been too rough and impenetrable for me. Their promptness in checking my work and their wise counsel kept me moving. I sincerely have no language for thanking them.

Equally, I am indebted to the Kamagambo Administration and the Board of Management for allowing me time to carry out my studies.

All my respondents require special recognition for spending their time, in spite of their commitment, to fill my questionnaires and the interview schedules. Their feed back enabled me get data that pivotal to my studies. Special thanks go to all heads of institutions who allowed me to disrupt their schedules as I collected my data.

My family, my wife Ann, my children Brian, Clarice, Jeremy and Maxwell cannot go unrecognized for the many times I left them when they needed me most. Their financial denial enabled me to go through my studies. When the night appeared too dark and the daybreak too far, they were there to beckon me that the course was a worthy one and I needed not surrender. The professional touch injected in my data analysis by Mr Kutoto is also worth recognition. I cannot forget the moral support that I received from my colleagues Dr. Mwirigi, Dr. Maket, Dr. Razier among others as I undertook this course.

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.

ABSTRACT

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.