



**Work Environmental Factors Affecting Employee Job Satisfaction in
Public Institutions in the Energy Sector in Kenya: A Case of Rural
Electrification Authority, Nairobi**

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Abstract

Work environmental factors affect the employee's comfort and the ease to perform at the work places. This can no longer be ignored in order to achieve employee's full potential and to address any factors that may endanger their lives. However, despite Rural Electrification Authority having been in place for more than thirty years, only about 4% of the rural population in Kenya had electricity supply in their homes. The low level of connectivity raises more questions on the nature of workers who were under the program. With the consideration of the situation, the study established the work environmental factors affecting employee job satisfaction in public institutions in the energy sector in Kenya. The study targeted employees of Rural Electrification Authority in Nairobi who were 174 in total. Descriptive research design was used and a sample of 174 employees was selected for the study with the respondents drawn using stratified and simple random sampling. Findings indicated that there was a positive and significant relationship between training, diversity and inclusion, safety and security and employee job satisfaction in public institutions in the energy sector in Kenya. However, physical work environment was positively but not significantly related to employee job satisfaction in public institutions in the energy sector in Kenya. The study concluded that training improves employee commitment in development and thus better performance. Gender balance, diverse professionals and with human resource practices that supports the creation of a work force with diverse skills and experience and diverse age groups

are likely to impact job satisfaction. Employees' value work conditions as essential ingredients to their satisfaction; requiring regular surveys to determine and improve on variables that are critical to improving job satisfaction. Job insecurity acts as a clear source of job dissatisfaction. The study recommended that organization should pay special attention to training, diversity and inclusion, safety and security and physical work environment for job satisfaction to be enhanced.

Keywords: *Training, Diversity and inclusion, Physical work environment, Safety and security, and employee job satisfaction.*

1.0 Introduction

1.1 Background of the Study

Work environment is basically the setting where people work at and involves its situation, circumstances and conditions (Yusuf & Metiboba, 2012). Broadly, it comprises of the physical environment/setting, the nature of the job itself, features of the organization that is culture and history and extra organizational situations; labor and market. Work environment in itself is composed of three major subsets, which are the technical environment, the human environment and the organizational environment. Employees requires a working environment that enables them to work optimally and in a comfortable manner that is likely to bring job satisfaction. The quality of working place inspires and motivates employees to perform their duties better. It is the nature of working environment that simply determines whether an organization can progress or not.

A satisfied, happy employee will always be contended to their obligation (Manu, 2016). Work environment should therefore be safe, friendly and designed accordingly. Organized work places plays an important role on the orientation of the employees' hen performing their duties. Chances are high that well organized and designed appropriately work environment will attract positive attitudes from the employees which then translates to positive productivity. Whilst today's business environment is characterized with competition it is important that managers should be concerned with employees internal concern which work environment in included. It ideally true that a better working environment boosts employee's morale and this is reflective of performance that stems out from being satisfied with regard to job.

Job satisfaction is exceptionally basic for employees as well as for the success of the organization (Lim, 2008) because of the fact that if an employee isn't happy with his/her job then he/she won't be steadfast with the organization. This procures dissatisfaction with a job and may prompt high staff turnover. Hanif and Kamal (2009) states that happy employees will probably be inviting and mindful which attracts clients while employees who are not happy with the job can prompt client despondency; which can dismiss clients. The key components influencing job satisfaction incorporates: a feeling of success, relations with the administration, relations with employees, job security, greater obligation, being recognized, high compensation, advancement opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, trade unions, and perceived work stress (Sirin, 2009).

In Kenya, Rural Electrification Program was established by the government in 1973 for purposes of subsidizing electricity supply in the rural areas. By 2002 the program had achieved little coverage despite having been in place for more than thirty years, only about 4% of the rural population in Kenya had electricity supply in their homes. Due to the low connectivity, the Government through the Economic Recovery Strategy of 2003 and Sessional Paper No. 4 of 2004 undertook to create a special purpose agency to enhance rural electrification in the country. Rural

Electrification Authority (REA) was eventually created in 2006 through the Energy Act of 2006 and became operational in 2007 (REA Report, 2007).

1.2 Statement of the Problem

Work environment affects productivity and has an influence on the employees' perceptions of an organization. Be that as it may, most employers don't know about the effect the workplace environment has on an individual and are skewed to consider money related pay as a contributing element to confidence/morale boosting. However there are substantially more than just compensation (Eseka, 2014). Whilst working environment affects the general performance of an organization; the performance of individual employees in particular determines the overall performance of the organization. Along these lines workplace is an impetus in the achievement of any organization objectives (Jamil & Naeem, 2013).

REA was created in order to accelerate the pace of rural electrification in Kenya. This was necessitated by the fact that by the year 2002 the rural electrification program had achieved little coverage despite having been in place for more than thirty (30 years), only about 4% of the rural population in Kenya had electricity supply in their homes. The low level of connectivity raises more questions on the nature of workers who were under the program. Recently the demand for electricity and lighting up of the rural part of Kenya has gone higher as a result of increase in population and industrialization brought by implementation of devolution (Jepkoge, 2016).

However, REA is the only authority mandated to light up the country and thus the task has been overwhelming. The normal process of recruitment, training, remunerating and appraisal of their staff has remained the same despite the demanding nature of the job they are doing. This has been reflected in their performances which has not been satisfactorily. In order to get insight on the unsatisfactory performance of REA, the current study addressed the environmental factors affecting employee job satisfaction in REA Nairobi Kenya.

1.3 Research Objectives

- i. To determine the effects of training on employee job satisfaction at Rural Electrification Authority, Nairobi Kenya.
- ii. To assess the effects of diversity and inclusion in the work environment on employee job satisfaction at Rural Electrification Authority, Nairobi Kenya.
- iii. To assess the physical work environment affecting the employee job satisfaction at Rural Electrification Authority, Nairobi Kenya.
- iv. To examine the safety and security factors affecting employee job satisfaction at Rural Electrification Authority, Nairobi Kenya.

1.4 Research Questions

- i. How does training affect job employee job satisfaction in REA in Nairobi Kenya?
- ii. How does organization diversity and inclusion affect job satisfaction in REA in Nairobi, Kenya?
- iii. To what extent does the physical work environment contribute to employee job satisfaction at REA, Nairobi Kenya?
- iv. What are the safety and security factors affecting employee job satisfaction at Rural Electrification Authority, Nairobi Kenya?

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Expectancy Theory

The most broadly acknowledged explanations of motivation have been propounded by Victor Vroom (1964) who developed expectancy theory. The theory contends that the quality of a propensity to act particularly relies upon the quality of a desire that the demonstration will be trailed by a given result and on the engaging quality of that result to the person to make this simple. Expectancy theory says that an employee can be inspired to perform better when there is a conviction that the better performance will prompt great performance evaluation and will come about into realization of personal goal in form of some reward future events.

The expectation theory can guide the management of any public institution focuses on their efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship among its staff/employees'. The employees will always adjust their perception and attitudes to their work in reference to their working environment. So the productivity of employees' is highly determined by the working environment, and an inference can be drawn that a good working environment is correlated to performance of an organization.

2.1.2 Hierarchy of Needs Theory

Marslow's Hierarchy of Needs Theory contends that individuals have five basic needs (Maslow, 1942). This theory states that all people experience these five needs at different times, depending on individual. In essence, Maslow's theory is based on three assumptions. First, that people must satisfy lower- order needs before moving on to the next need in the hierarchy. Second, that behavior (or motivation) is only stimulated by unsatisfied needs. Third, that humans need range from the very basic to the more complex. The Maslow's hierarchy of needs can be utilized by both the employers and employees in understanding the priority of the organization. The employees esteem can be of focus because their reputations in the organization is determinant to the performance. By paying attention to the needs of the employees' working in an organization; success will almost be easy thus efficiency in service delivery is achieved.

2.1.3 Herzberg Two - Factor Theory

The Two-Factor Theory as proposed by Herzberg (1959) divides motivation and job satisfaction into two groups of components with various impacts; these components are the inspiration variables and hygiene factors. Hygiene factors are characteristics of the work environment, which minimize discomfort, and in security. Hygiene factors are the 'job setting' factors, which incorporate organization policy, supervision, association with supervision, work conditions, association with peers, pay, individual life, association with subordinates, status, and professional and job security ".

In this way, the fundamental premise of the Two-Factor Theory is that if an employer or manager is attempting to increase job satisfaction and eventually job performance for an employee at that point they have to address those variables that influence one's job satisfaction. The most direct approach is to deal with the characteristic, work content components. Giving encouragement and recognition to the employee helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility. For employees in public institution, two factor theory is relevant and its application can lead to significant progress. Motivation coupled with hygiene in

any public institution in Kenya will not only enhance job satisfaction among employees but also increases their productivity and overall the performance of the institution.

2.2 Empirical Literature Review

On the role of training on employee engagement the on performance of AMISOM, it was discovered that general training improves worker commitment in change processes. As a measure of taking part in change process, the top level administration and non-administration staff were probably be induced in taking new undertakings subsequent to experiencing training compared with those in the middle level administration. Equally, training in all probability motivates the top level to be focused on taking activities in helping different employees. This case may not matter for the middle level administration and the non-administration staff. Additionally, the study demonstrated that training improves employee commitment in development. Thirdly, the investigation demonstrated that training improves better performance among worker and in conclusion the study demonstrated that training upgrades employee energy to work (Githinji, 2014).

In Pakistan employees are viewed as circulation system of any business (Nassazi, 2013). This is on the grounds that the achievement or fiasco of the firm relies upon its worker performance. Training was found to assume crucial part in the building of capabilities of new and in addition current employees to play out their job in a viable way. It likewise prepared employees to hold future position in an organization with full capacities and overcome the inadequacies in any job related area. Training was considered as that kind of investment by the firm that expedite exceptional yield venture as well as support to accomplish competitive advantage.

Amadi (2014) studied the effects of training and development of employees' in Safaricom Limited Kenya. In terms of the quality of the training, majority of the respondents rated it as excellent, very good or good. This in turn was an indication of a training program that had clear objectives, relevant, clear means of delivery and which motivates the employees. The investigation inferred that there was a requirement for persistent training and advancement taking into consideration the competition, advertise elements, consumer loyalty, and net promoter score among others. The investigation prescribed that training required at Safaricom ought to be considered based on general organization goals. What's more, the objectives of the organization ought to figure out what training programs are to be sorted out for staff.

Workforce variety has advanced to be an ethical, social, and monetary factor and also a lawful obligation of employers (Orwa, Kamaara & Gitonga, 2011). The value of diversity at the working environment is likewise turning into a key business consideration of most organizations. Close and nonstop regard for the issues of workforce variety is essential since it can be a noteworthy source of competitive advantage. It can likewise be a source of authoritative clash prompting poor worker relations and low employee commitment. Workforce variety issues may likewise unfavorably influence an organization's public reputation, competitiveness and can significantly threaten the bottom line.

Ordu (2014) conducted a study on effects of teachers' perceptions of the diversity management on their job satisfaction and individual performance. The correspondence for the study were teachers who worked in high schools/secondary schools in the year 2014-2015. Quantitative data was collected using questionnaires that were administered and self-reported by the respondents. Findings indicated that there was a significant relationship between diversity management and

individual performance. The constructs of diversity management included individual attitudes and behaviors, organizational values and norms, administrative practices and policies together predict the general job satisfaction significantly. The study recommended that diversity management construct should be attended to in any institution for individual performance of each teacher to be realized.

Mecheo (2016) conducted a study on the effects of employee cultural diversity on organizational performance. It was guided by the objectives which were; to determine the effect of employee religion on organizational performance, to establish the effect of employee value system on organizational performance and to find out the effect of employee language on organizational performance. The research found out that that employee religion had an effect on organization performance. Seven religion variables did not have a significant effect on organizational performance with only three significantly affecting organizational performance in a positive way. Religious beliefs had a negative effect on employee work performance however, they positively influenced work commitment. The study also established that cultural values affected organization performance positively.

The physical working environment encompasses several factors that affects the way employees play out their work. An agreeable and comprehensive work environment condition will help the employees' performance thus boosting the organization execution (Nanzushi, 2015). She explored the impact of working environment condition on worker execution in the mobile telecommunication firms in Nairobi City County. The discoveries uncovered that employees were not happy with the administration style and advancements in their organizations. The study prescribed that versatile broadcast communications firms need to set up more far reaching reward frameworks, change administration style to transformational authority style that is comprehensive everything being equal. The working states of employees ought to likewise be enhanced to inspire employees to work.

Jain and Kaur (2014) investigated the impact of work environment on job satisfaction in supermarkets in India. Convenient and simple random sampling were used to obtain one hundred employees who formed the respondents of the study. Both questionnaires and information extracted from published articles, magazines and journal papers were considered for the study. Findings indicated that workload, stress, overtime, fatigue, boredom are some factors to increase job dissatisfaction. On the other hand good working condition, refreshment & recreation facility, health & safety facility, fun at workplace increase the degree of job satisfaction. Effectual human resource management and preserving progressive work environment would consequences the job satisfaction and performance of organization as well as entire economy. Hence, for the success of organization it is vital to accomplish human resources management successfully and find whether the work environment is satisfied for employees or not. The study recommended that organization should adapt virtuous strategies for overcome with the problem related to fatigue and boredom. Company would be change the job for decay the fatigue and boredom. Organization should change the job time to time for avoiding fatigue and boredom

Njenga and Samson (2015) explored the impact of work environment condition on the execution of Bank representatives in Nakuru Town. Particularly, the investigation tried to set up the degree to which physical work environment factors, psychosocial factors and the work life balance factors influence execution of Bank representatives in Nakuru Town. The investigation discoveries demonstrated that the physical perspectives did not significantly affect employees' execution while

the psychosocial and work life balance factors were critical. The outcomes in this manner showed that psychosocial angles displayed the most grounded relationship with employees' execution while physical perspectives and psychosocial viewpoints were direct. It is prescribed that consideration be given to alternate impacts of working environment life conditions comprising the physical and work life balance angles.

Bhatia (2010) observed that career development can enhance job security to employees by providing them some training program and hence promotion. Career development is not only the organization responsible but it is also process that employees try to improve themselves, get promoted with their job performance and potential skills. Self-improvement is important in the career development. Employees must have the acknowledgment to learn new things, skills of management, giving suggestion for solving organization's problem and becoming innovative. Therefore, employees could be easily improving themselves in their career field. Most of the organizations wish that their employees were independent and have potential for handling the problems.

Kularathna (2016) studied the impact of safety and health on job satisfaction in selected branches of Utility Service Supply Organization in Western Province North. Data therefore collected were subjected to analysis using univariate, correlation and regression analysis. Findings alluded that there was a positive impact of safety and health on job satisfaction among field employees in selected branches of Utility Service Supply Organization in Western province north. The study in its conclusion opined that safety and health are the key priorities in the service supply organization and that they are imperative for the performance of the organization.

2.3 Conceptual Framework

A conceptual framework is an arrangement of wide thoughts and ideas taken from appropriate fields of enquiry and used to structure an ensuing introduction. Mugenda and Mugenda (2003) opined that a conceptual system is a theorized model for distinguishing the adaptation under which an investigation is anchored on and the association between the study variables.

Independent Variables

Dependent Variable

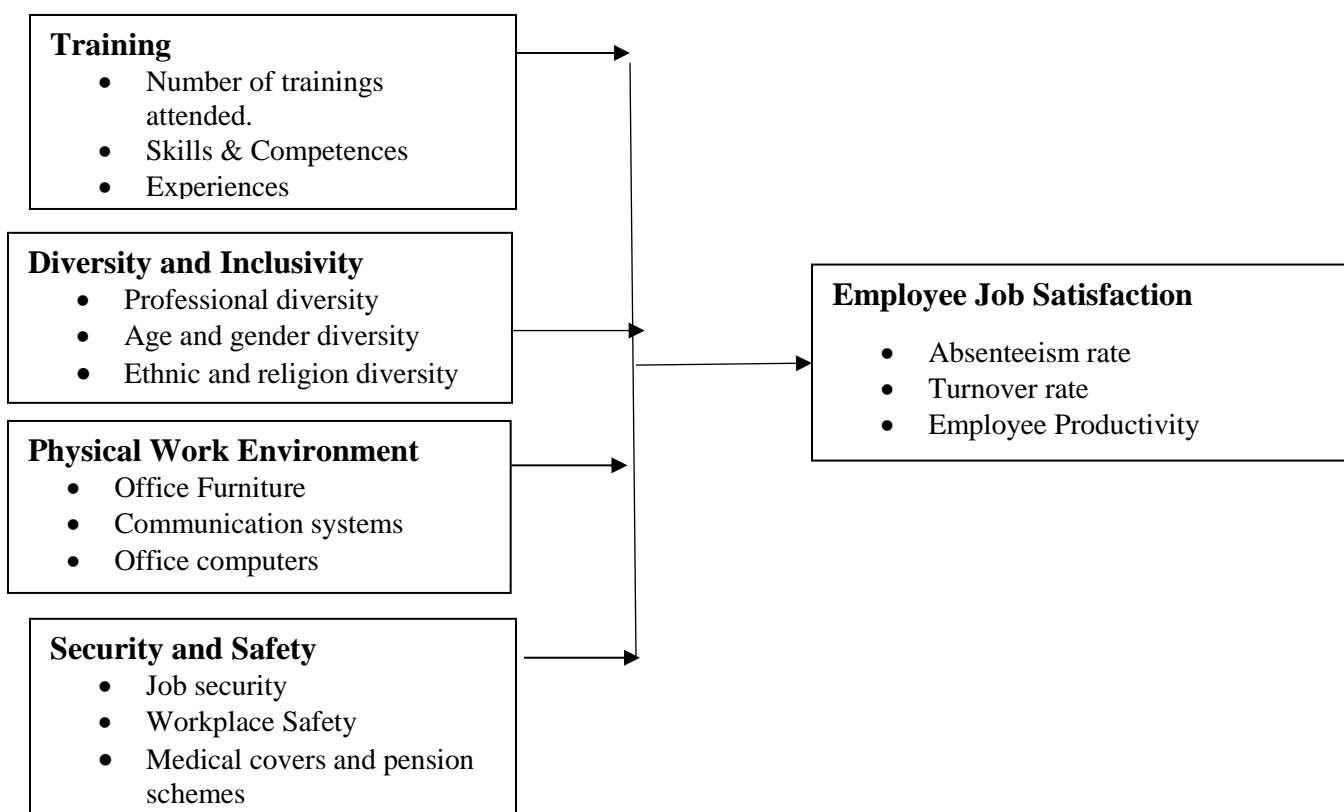


Figure 1: Conceptual Framework

3.0 Research Methodology

The research was conducted at the REA headquarters because major decisions are made the headquarters. This study adopted descriptive research design. The significant motivation behind descriptive research design is to depict the situation as it is at the time investigation. The research design was helpful in establishing the current work environment factors affecting employee job satisfaction in public institutions in the energy sector in Kenya. The population comprised the management and the staff drawn from the REA headquarters in Nairobi, Kenya. In 2016, there were 291 staff at the REA although they sought approval for more staff, their management structure still remains the same. The study targeted 174 employees at the management and operation level at REA Kenya. Since the target population of the study was 174 respondents, census approach was used as the number was small. From a target population of 174 employees, a sample of 12 top managers and 20 middle level managers was picked while 142 operational staff formed part of the study. Primary data was gathered through the issuance of questionnaires.

Structured questions were used so as to capture the opinion of the respondent. Keeping in mind the end goal to test and upgrade the validity of the survey, human resources experts/practitioners and the research supervisor went through the questionnaire to enhance validity. The results obtained from the validity test did not form part of the main response and findings. Reliability test was done at ten percent (10%) of the polls. Cronbach's Alpha (α) produced by SPSS was utilized to decide the dependability of the poll.

This investigation utilized descriptive and inferential statistics. The particular inferential statistic was regression and correlation analysis. The analysis of variance (ANOVA) was checked to reveal the overall model significance. Individual regression coefficients was checked to see whether the independent variables affect employee job satisfaction at REA Kenya. Multiple regression equation was utilized to decide the quality and bearings of the relationship between the factors with the outcomes shaping the reason for choosing variables for further statistical analysis.

The regression analysis was summarized using a linear regression model as shown below

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Employee Job Satisfaction

X₁ = Training

X₂ = Diversity and Inclusivity

X₃ = Physical Work Environment

X₄ = Security and Safety

e is error term

β_0 represents the constant

$\beta_{1,2,3,4}$ are regression coefficients

4.0 Research Findings and Discussion

4.1 Response Rate

Data was collected from the management of the Rural Electrification Authority at Kawi house in Nairobi County Kenya. The number of questionnaires that were administered were one hundred and seventy four (174). A total of one hundred and forty one (141) questionnaires were properly filled and returned. Fourteen of the respondents never returned the questionnaires. The response rate result is shown in Table 1.

Table 1: Response Rate

Response	Frequency	Percent
Returned	141	81.03%
Unreturned	33	18.97%
Total	174	100%

The result in Table 1 show that the response rate was 81.03%. A response rate of above 70% is adequate for analysis (Kothari, 2008) thus a response rate of 81.03% in this study is considered

adequate. Similarly, Bailey (2000) observed that a response rate of 50% is adequate, while a response rate greater than 70% is very good for conclusion of a study. From the findings, a response rate of 81.03% is very good for the conclusion of the study. The impressive response rate can be attached to the data collection mechanism which included drop and pick technique. Equally a consent letter from the Rural Electrification Authority requesting its staff to facilitate the data collection could have contributed to the response rate.

4.2 Tests for Reliability

Cronbach's alpha statistic was calculated for the Likert scale questions in order to measure reliability of the questionnaire used in the study. Cronbach (2003) noted that the more consistent an instrument is, the more the reliable the measures and noted that the coefficient ranges from 0 to 1. An alpha value of 0.8 and above is strong while an alpha of 0.6 and below is considered to be poor. Findings in Table 4.2 show that the Cronbach value for all the five items was above 0.7, therefore the information was reliable. Training (0.789), diversity and inclusion (0.802), physical work environment (0.827), safety and security (0.761) and job satisfaction (0.825). This means that the statements in the respective variables measured what it was supposed to measure.

Table 2: Reliability test

Variable	Cronbach's Alpha	Comments
Training	.789	Reliable
Diversity and Inclusion	.802	Reliable
Physical Work Environment	.827	Reliable
Safety and Security	.761	Reliable
Job Satisfaction	.825	Reliable

4.3 Descriptive Statistics

The section presents the descriptive statistics on training, diversity and inclusion, physical work environment, security and safety and job satisfaction. The result is presented on mean and standard deviations. Results are presented in Table 3.

Table 3: Descriptive Statistics

Variable	Mean	Standard Deviations
Training	2.96	1.32
Diversity and Inclusion	3.68	1.14
Physical Work Environment	3.15	1.32
Safety and Security	3.81	1.2
Job Satisfaction	3.53	1.16

The average mean of the responses was training (2.96) and physical work environment (3.15) indicating that which means that majority of the respondents were neutral to the statements in the respective variable. Diversity and inclusion (3.68), Safety and Security (3.81) and Job Satisfaction (3.53) which means that majority of the respondents agreed to the statements in the respective variables. The answers to each variables statements were varied as shown by a standard deviation

of training (1.32), physical work environment (1.32), diversity and inclusion (1.14), Safety and Security (1.2) and Job Satisfaction (1.16) meaning that the responses were clustered around the mean responses. This indicates that despite the statement being neutral or agreed on their variation was normal.

The findings implied that training policy, employees nominating themselves for training, management nominating employees for training, conducting of extensive training programmes employees and training needs identification through a formal performance appraisal mechanism are important aspect of training in enhancing job satisfaction. Gender balance, diverse professionals and with human resource practices that supports the creation of a work force with diverse skills and experience and diverse age groups are likely to impact job satisfaction. Organizations with board committee that are served by individuals from different ethnic groups are likely to be fair in their hiring and inclusivity which has impact on job satisfaction.

REA has adequate working space, physical working conditions at REA (e.g., ventilation, space, cleanliness) were very good, proper communication system that is simple and easy at REA existed and REA staff were provided with the necessary working materials and equipment. However, there was inadequacy of furniture at their workstations. The organization has a proper rules and policies that guaranteed job security of the employees, emergency exit in case of fire, a well-defined medical cover for all the employees, an active pension scheme for the employees and premises were always secure and safe. On Job satisfaction, absenteeism rate in their REA was low, turnover rate of employees in was also low and productivity of the employees was above average. There was an improved organization reputation due to customer and employee satisfaction. Similarly employees have been able to provide effective and efficient service delivery.

4.4 Correlation Analysis

Correlation analysis was used to establish the association between work environmental factors and employee job satisfaction in public institutions in the energy sector in Kenya. The result is presented in Table 4.

Table 4: Association between Work Environmental Factors and Employee Job Satisfaction

Correlations		Trainin g	Diversit y and Inclusio n	Physical Work Environme nt	Securit y and Safety	Job Satisfactio n
Training	Pearson					
	Correlation	1.000				
Diversity and Inclusion	Sig. (2-tailed)					
	Pearson					
Physical Work Environment	Correlation	.512**	1.000			
	Sig. (2-tailed)	0.000				
Security and Safety	Pearson					
	Correlation	.448**	.601**	1.000		
	Sig. (2-tailed)	0.000	0.000			
	Pearson					
	Correlation	.461**	.709**	.639**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		0.000

	Pearson					
Job Satisfaction	Correlation	.595**	.615**	.535**	.606**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

Results in Table 4 revealed that there was a strong positive association between training and job satisfaction (0.595, P-value=0.000 <0.05). Similarly, there was a strong positive association between diversity and inclusion and job satisfaction (0.615, P-value=0.000 <0.05). There was a strong positive association between physical work environment and job satisfaction (0.535, P-value=0.000 <0.05). Finally, there was a strong positive association between safety and security inclusion and job satisfaction (0.606, P-value=0.000 <0.05).

4.5 Regression Analysis

Regression Analysis is a statistics process of estimating the relationship between variables. It is used to establish the statistical significance relationship between the independent variables (training, diversity and inclusion, physical work environment, security and safety) and dependent variable (job satisfaction). Results are presented in Table 5, 6 and 7.

Table 5 presents the regression model on work environmental factors and employee job satisfaction in public institutions in the energy sector in Kenya. As presented in the table, the coefficient of determination R Square is 0.527 and R is 0.726 at 0.000 significance level. The model indicates that work environmental factors explains 52.7% of the variation in employee job satisfaction. This means 52.7% of the employee job satisfaction is influenced by work environmental factors.

Table 5: Model Fitness

R	R Square	Adjusted R Square	Std. Error of the Estimate
.726a	0.527	0.514	0.61651
a Predictors: (Constant), Safety and Security, Training, Physical Work Environment, Diversity and Inclusion			

Table 6 presents the Analysis of Variance (ANOVA) results. The findings confirms that the regression model of work environmental factors and employee job satisfaction is significant as supported by F=37.954, p<0.000) since p-values was 0.00 which is less than 0.05. The calculated F statistic was greater than F_{0.05} critical of 3.84 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level, thus the model is significant in explaining the relationship between work environmental factors and employee job satisfaction.

Table 6: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	57.702	4	14.425	37.954	0.000
Residual	51.691	136	0.38		
Total	109.393	140			

a Dependent Variable: Job Satisfaction
 b Predictors: (Constant), Safety and Security, Training, Physical Work Environment, Diversity and Inclusion

The regression of coefficients results in Table 7 shows that training was positively and significantly related to employee job satisfaction REA, Kenya ($\beta=0.287$, $p=0.000$). Diversity and inclusion was positively and significantly related to employee job satisfaction REA, Kenya ($\beta=0.238$, $p=0.017$). Physical work environment was positively and not significantly related to employee job satisfaction REA, Kenya ($\beta=0.094$, $p=0.176$). Finally, safety and security was positively and significantly related to employee job satisfaction REA, Kenya ($\beta=0.235$, $p=0.012$). Generally, the result implies that there was a positive and significant relationship between work environment factors and employee job satisfaction in public institutions in the energy sector in Kenya

Table 7: Regression of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.548	0.261		2.102	0.037
Training	0.287	0.062	0.328	4.658	0.000
Diversity and Inclusion	0.238	0.098	0.217	2.423	0.017
Physical Work Environment	0.094	0.069	0.11	1.36	0.176
Safety and Security	0.235	0.092	0.231	2.546	0.012

Thus, the optimal model of the study is;

$$Y = 0.548 + 0.287X_1 + 0.238X_2 + 0.094X_3 + 0.235X_4$$

Where:

Y = Employee Job Satisfaction

X₁ = Training

X₂ = Diversity and Inclusivity

X₃ = Physical Work Environment

X₄ = Security and Safety

4.6 Discussion of the Findings

The study determined the effects of training on employee job satisfaction at Rural Electrification Authority, Nairobi Kenya. Results indicated that training was positively and significantly related to employee job satisfaction at REA, Kenya ($\beta=0.287$, $p=0.000$). This means that an increase in a unit of training leads to an increase in 0.287 units of employee job satisfaction at REA, Kenya. The findings implies that training policy, employees nominating themselves for training, management nominating employees for training, conducting of extensive training programmes on employees and training needs identification through a formal performance appraisal mechanism are important aspect of training in enhancing job satisfaction. Training is crucial part in the building of capabilities of new and in addition current employees to play out their job in a viable way. It likewise prepares employees to hold future position in an organization with full capacities and overcome the inadequacies in any job related area. Training can be considered as that kind of investment by the firm that expedite exceptional yield venture as well as support to accomplish competitive advantage.

The result is consistent with that of Githinji (2014) that discovered that general training improves worker commitment in change processes. Equally, training in all probability motivates the top level to be focused on taking activities in helping different employees. This case may not matter for the middle level administration and the non-administration staff. Additionally, the study demonstrated that training improves employee commitment in development. Thirdly, the investigation demonstrated that training improves better performance among worker and in conclusion the study demonstrated that training upgrades employee energy to work.

Effects of diversity and inclusion in the work environment on employee job satisfaction at Rural Electrification Authority, Nairobi Kenya was assessed and results reported. Diversity and inclusion was positively and significantly related to employee job satisfaction REA, Kenya ($\beta =0.238$, $p=0.017$). This implies that a unit increase in diversity and inclusion leads to an increase in 0.238 units of employee job satisfaction at REA, Kenya. The result implies that organization that have gender balance, diverse professionals and with human resource practices that supports the creation of a work force with diverse skills and experience and diverse age groups are likely to impact job satisfaction. Organizations with board committee that are served by individuals from different ethnic groups are likely to be fair in their hiring and inclusivity which has impact on job satisfaction.

The result is consistent with Orwa, Kamaara and Gitonga, (2011) that the value of diversity at the working environment is likewise turning into a key business consideration of most organizations. Close and nonstop regard for the issues of workforce variety is essential since it can be a noteworthy source of competitive advantage. It can likewise be a source of authoritative clash prompting poor worker relations and low employee commitment. Workforce variety issues may likewise unfavorably influence an organization's public reputation, competitiveness and can significantly threaten the productivity.

Physical work environment effects on the employee job satisfaction at Rural Electrification Authority, Nairobi Kenya was established in the study. Physical work environment was positively and not significantly related to employee job satisfaction REA, Kenya ($\beta =0.094$, $p=0.176$). This implies that a unit increase in physical work environment leads to an increase in paltry 0.094 units of employee job satisfaction at REA, Kenya. This means that REA has adequate working space, physical working conditions at REA (e.g., ventilation, space, cleanliness) are very good, proper

communication system that is simple and easy at REA exists and REA staff are provided with the necessary working materials and equipment. However, there is inadequacy of furniture at their workstations.

The result is consistent with Njenga and Samson (2015) who demonstrated that the physical perspectives did not significantly affect employees' execution while the psychosocial and work life balance factors were critical. The outcomes in this manner showed that psychosocial angles displayed the most grounded relationship with employees' execution while physical perspectives and psychosocial viewpoints were direct. It is prescribed that consideration be given to alternate impacts of working environment life conditions comprising the physical and work life balance angles.

Safety and security factors affecting employee job satisfaction at Rural Electrification Authority, Nairobi Kenya were also unearthed in the research. Results revealed that safety and security was positively and significantly related to employee job satisfaction REA, Kenya ($\beta = 0.235$, $p = 0.012$). This implies that a unit increase in safety and security leads to an increase in 0.235 units of employee job satisfaction at REA, Kenya. The result implies that REA has proper rules and policies that guaranteed job security of the employees, emergency exit in case of fire, a well-defined medical cover for all the employees, an active pension scheme for the employees and premises were always secure and safe.

The result is consistent with Bhatia (2010) that career development can enhance job security to employees by providing them some training program and hence promotion. Career development is not only the organization responsible but it is also process that employees try to improve themselves, get promoted with their job performance and potential skills. Employees must have the acknowledgment to learn new things, skills of management, giving suggestion for solving organization's problem and becoming innovative. Therefore, employees could be easily improving themselves in their career field. Most of the organizations wish that their employees were independent and have potential for handling the problems.

5.0 Conclusion

REA has training policy, employees nominated themselves for training and management nominated employees for training. There is an exercise of conducting extensive training programmes for employees and training needs is identified through a formal performance appraisal mechanism which is important aspect of training in enhancing job satisfaction. Correspondingly, training in all probability motivates the top level to be focused on taking activities in helping different employees. Training improves employee commitment in development and thus better performance.

On diversity and inclusion, gender balance, diverse professionals and with human resource practices that supports the creation of a work force with diverse skills and experience and diverse age groups are likely to impact job satisfaction. Organizations with board committee that are served by individuals from different ethnic groups are likely to be fair in their hiring and inclusivity which has impact on job satisfaction. Workforce variety issues may likewise unfavorably influence an organization's public reputation, competitiveness and can significantly threaten the bottom line.

Adequate working space, physical working conditions in the organization (e.g., ventilation, space, cleanliness) are very good, proper communication system that is simple and easy at REA exists. REA staff are provided with the necessary working materials and equipment. However, there is

inadequacy of furniture at their workstations. Employees' value work conditions as essential ingredients to their satisfaction; requiring regular surveys to determine and improve on variables that are critical to improving job satisfaction. To improve on employee job satisfaction, the management can provide training and development opportunities for staff to enhance their working skills; regularly review working conditions and other terms of service; specifically promotion system in tandem with industry trends to make it more competitive.

REA has proper rules and policies that guaranteed job security of the employees, emergency exit in case of fire, a well-defined medical cover for all the employees, an active pension scheme for the employees and premises were always secure and safe. Job insecurity acts as a clear source of job dissatisfaction, negative emotions, and is associated with a pattern of discretionary withdrawal behaviors which is evident in reduced positive inputs (OCB) and increased negative inputs (deviant behavior).

6.0 Recommendations

Organizations should ensure that they have training policy where employees can nominate themselves for training and equally management can nominate employees for training. There should be periodic exercise of conducting extensive training programmes for employees and the training needs of the employees identified through a formal performance appraisal mechanism. This is important aspect of training in enhancing job satisfaction. Correspondingly, training in all probability motivates the top level to be focused on taking activities in helping different employees.

Organization should have gender balance, diverse professionals and with human resource practices that supports the creation of a work force with diverse skills and experience and diverse age groups are likely to impact job satisfaction. Organizations should have a board committee that is served by individuals from different ethnic groups. They should therefore be fair in their hiring and inclusivity which has impact on job satisfaction.

Organizations should have adequate working space, good physical working conditions (e.g., ventilation, space, cleanliness), proper communication system that is simple and easy to operate. Staff should be provided with the necessary working materials and equipment. Adequacy of furniture at their workstations should be prioritized at all times. This is because employees' value work conditions as essential ingredients to their satisfaction; requiring regular surveys to determine and improve on variables that are critical to improving job satisfaction.

Organizations should have proper rules and policies that guarantees job security of the employees. There should be well labeled and visible emergency exit in case of fire, a well-defined medical cover for all the employees, an active pension scheme for the employees and premises were always secure and safe. Employees must have the acknowledgment to learn new things, skills of management, giving suggestion for solving organization's problem and becoming innovative. Therefore, employees could be easily improving themselves in their career field.

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