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THE INFLUENCE OF QUALITY OF WORK LIFE ON EMPLOYEE JOB SATISFACTION IN WATER COMPANIES: A CASE OF NYAHURURU WATER AND SANITATION COMPANY, KENYA

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (HUMAN RESOURCE OPTION) OF ST. PAUL'S UNIVERSITY

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DECLARATION

This dissertation is my original work and has not been presented to any other institution for any academic award.

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LIST OF ABBREVIATIONS AND ACRONYMS

ECA: Economic Commission for Africa

FMCG: Fast-Moving Consumer Goods

FWA: Flexible Working Arrangement

HR: Human Resources

HRM: Human Resource Management

IT: Information Technology

ITES: Information Technology Enabled Services

NACOSTI: National Commission for Science, Technology and Innovation

NWSC: Nyahururu Water and Sanitation Company

NYAHUWASCO: Nyahururu Water & Sanitation Company

QWL: Quality of Work life

USA United States of America

UK: United Kingdom

USA: United States of America

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OPERATIONAL DEFINITION OF TERMS

Employee Engagement: The level of commitment and enthusiasm people have for their work, their coworkers, and their organization is referred to as employee engagement (Tomietto, Paro, Sartori, Maricchio, Clarizia, Lucia, Pedrinelli, & Finos, 2019).

Flexible Work Arrangements: At Nyahururu Water and Sanitation Company and Bekele and Mohammed (2020) this refers to different arrangements or schedules from the typical working day and week that give an employee the freedom to decide what time they start working, where they work, and when they will finish.

Job Design: This is the process of developing an employee's roles, responsibilities, processes, and procedures that they use at Nyahururu Water and Sanitation Company to maximize performance (Manuaba & Darma, 2021).

Job Satisfaction: This is the term used to describe the happy emotional state that an employee at the Nyahururu Water and Sanitation Company experiences after giving their job's various facets a thorough evaluation. It reflects how satisfied and happy workers are with their work and working conditions (Jiahui, Zhang, & Qinglian, 2020).

Quality of Work-life This is a reference to the general happiness and wellbeing of the Nyahururu Water and Sanitation Company's staff, which includes a variety of elements of their work experience, job satisfaction, work-life balance, stress levels, physical and psychological safety, and opportunities for personal and professional growth. The nature of the work, company culture, management style, pay and perks, and chances for skill development and career promotion all have an impact on it (Jackson & Fransman, 2018).

Stress-Management In order to increase employee wellbeing, work satisfaction, and productivity at Nyahururu Water and Sanitation Company, stress-coping and stress-reduction approaches are employed (Masood, 2013).

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ABSTRACT

In order to attract and keep satisfied and productive employees, the management of water companies has adopted various HR management strategies that are aimed at promoting quality of life for their workforce. The purpose of this study was to determine the influence of QWL practices on job satisfaction in water companies. The specific objectives were to determine the influence of flexible work arrangements, job design, stress management and employee engagement on employee's job satisfaction. The study was conducted at Nyahururu Water and Sanitation Company (NWSC), Laikipia County in the month of March and April 2023. It was to be guided by Two-Factor Theory, the Maslow Hierarchy of Needs Theory, the Vroom Expectancy Theory and the Job Characteristics Model. A descriptive research design was adopted. The study targeted all the 156 employees of the company. Proportionate stratified simple random sampling was used in selecting a sample size of 61 respondents. Both close ended and open-ended questionnaires were used in collecting qualitative and quantitative data. Multiple linear regression analysis model was used to determine the correlation between the study variables. Quantitative data was presented using statistical techniques in tables of means and frequencies. The qualitative data was used to supplement interpretation of the quantitative data. The study concludes that that job satisfaction in the company has underlying issues that affect the workers in the company and which needs to be investigated more. This is evident in the case of low pride of working for the company, employee commitment, stress and motivation to deliver. Statistics showed that flexible work arrangements contribution on job satisfaction was significant, job design was not significant, employee stress management was significant but employees' engagement was not. The study recommends that the management should identify the factors that are affecting the quality of the employees work life and take steps to improve the work environment, communication, and employee motivation in order to enhance job satisfaction. Management should provide opportunities for employees to provide feedback and suggestions for improvement too.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter has the background to the study which discusses the phenomenon from the global to the local situation. It also discusses the statement of the problem, the study objectives, significance of the study, the scope and the limitations.

1.1 Background to the Research Study

For many years, researchers in public management have revealed that job satisfaction is an elusive construct (Langer, Feeney & Lee, 2019). Globally, changes in demographic distribution of the labor force, technologically-led globalization and the 24/7 new requirements have been placed on the working environment by modern society (Wambui, Cherotich, Emily, & Dave, 2017). Among the relentless demands, is the need for continuous improvement in quality and timely service as well as sustaining a motivated and satisfied people resource. The latter is crucial for obtaining the former, an issue that is placing a heavy burden on the workers due to demands for performance. There are substantial instances of work-life conflict, which could then strain negatively influencing the interactions between employees and their organizations Quality of Work Life (QWL) (Opatha, & Arulrajah, 2014). Lloyd (2020) views QWL as the degree to which members of a particular organization are able to satisfy important personal needs through their experiences in the organization. Benefits of QWL opportunities in an organization include among others, improved overall performance due to improved job performance, less absenteeism, and improved employee satisfaction. Satisfied employees are more likely to work harder and provide better services to the organization. Furthermore, businesses that provide enhanced QWL mechanisms, including flexible scheduling options, are likely to have a competitive edge in the labor market (Rajesh & Nishant, 2014). QWL strategies serve as a clear indicator of the increasing recognition of the fundamental significance of the concept of job satisfaction.

1.1.1 Global Context of Employees' Job Performance

Globally, employees have various overriding hindrances to harmony in QWL which ultimately affects their satisfaction with their employment. Key among them include, lack of employment flexibility, lengthy workdays, and accessibility to work stress support and care

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and issues associated with work demand, employee engagement and involvement in decision making (Rafnsdóttir, 2011).

Experiences in the western world suggest that a critical element in deciding both local and global company performance is the ability of employees in the expanding number of multinational corporations to be responsive to their demands at work and at home. This is due to the fact that work-life requirements have not received serious consideration in the establishment of policies in the context of multinational corporations and also in the entire global workforce (Russel, Philip, & Frances, 2009). Work-related stress is thought to cost the American economy more than $300 billion annually in lost productivity, absenteeism, and employee medical, legal, and insurance expenditures (Alexandra, Beauregard, & Henry, 2009). United States Psychological Association shows that as of 2009 work significantly contributed to 69% of employee stress with 41% employees reported feeling stressed during work days. Furthermore, conflict between work and family roles lowers the perceived quality of both work and individual life, which in turn, negatively influences both employee and organizational performance. In Canada, the cost of employee absenteeism due to conflicts related to QWL has been estimated to be up to $10 billion annually (ILO, 2011). 90% of working mothers and 95% of working fathers in South America report having conflicts at work (International Labor Organization, 2011). 70% of inactive employees, mostly women in Chile, would like to work but are unable to do so due to childcare obligations. In the USA, where about 87% of the population is served water by publicly owned water bodies which are established at the municipal level, the management of these bodies is conventional in outlook, orientation, and governance. This means their model is often structured like for-profit companies and concerned with observable job performance and clear financial goals (Hanna, 2018).

Spanish and Swedish firms appear to be leading the QWL charge within the European Union, with 56% of Spanish employers encouraging QWL mechanisms particularly flexible work and employee engagement. In contrast, according to 43% of Swedish workers, their employers regard their quality of life (TARGUS, 2018). Due to the prevalence of well-designed institutions and businesses delivering family-friendly services, there are, nonetheless, varying swings in QWL experiences across Europe and work environment policies in a more generous manner (Vidal, Leiva, & Navarro, 2012). In the UK, there has

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more employed men working long hours (over 48 hours) than their female counterparts, which causes lower quality of life (QWL) in men. In comparison to the UK, Germany, Finland, and Norway have higher employee QWL levels. In the United Kingdom, water service providers have undergone privatization. According to Nelson, Cooper, & Jackson (2001) there was resultant decline in job satisfaction over the privatization period of UK's water service providers, but this improved within the period before and after privatization. This suggests that job performance could be enhanced by privatization. Furthermore, there were self-reported physical health symptoms before and after privatization, which suggests the process of privatization could be associated to employee's health.

In Asian countries, a large majority of workers find it difficult to balance work with personal or family obligations, an issue that points to low QWL. These populations have reported to be experiencing low dissatisfaction with their jobs (International Labor Organization, 2011). In Indonesia, Fatihudin and Firmansyah (2018) opines that there is significant influence between job satisfaction and performance of employees, and subsequently better organizational performance. In Sri Lanka there is no apparent accord on a clear-cut definition of quality of work life. However, organizations do invest in management practices that aim at enhancing employee work life balance and quality (Thevanes & Mangaleswaran, 2018). This shows QWL is a major issue faced by organizations, and an improvised human resource development mechanism used to design and to develop the work environments for the employees. In Malaysia, 23% of women ceased working in 2011 for reasons connected to childcare.

The private sector and multinationals play a significant role; adaption to QWL ideas like work flexibility. This has recently attracted a lot of interest in the African setting. Unfortunately, most workplaces, particularly those in government institutions, do not seem to be prepared for this transformation, and the majority are having trouble adjusting to practices like work flexibility and employee involvement that are being embraced by today's workers (TARGUS, 2018, Kamalanabhan, Sai & Mayuri, 2009). For instance, 30% of workers in South Africa believe their companies don't prioritize the quality of the work life. In Nigeria, a study looked at the relationship between worker performance and work-life balance in Port Harcourt's banking sector in Rivers state. The findings revealed a substantial correlation between work-life balance and the performance metrics of employees. The study suggests

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that banking sector organizations promote policies and procedures that maintain a balance between an employee's personal commitments and responsibilities and his organizational tasks and duties in order to effectively boost employee performance (Anthonia & Ukoha, 2018).

The reason for this study was Zimbabwe's deteriorating economic position, which over time resulted in high unemployment rates, low productivity, high business costs, an increase in labor disputes, and stress manifestations among the working population. According to a study that looked at how stress affected worker productivity across the nation, poor working relationships, a lack of support at work, and insufficient preparation all had a negative influence on output (Mawanza, 2017). No employee performance reviews are conducted in Tanzania, and employees at the Mererani mines are not given the proper training, compensation, or employment contracts. As a result, mineworkers regularly die or suffer severe injuries, are paid poorly, and lack the necessary job skills. The majority of them are unable to pay for their housing, water supply, children's education, medical care, and other social amenities, which has a negative influence on their quality of life. Research at the Ugandan Ministry of Internal Affairs has revealed that while performance is not directly impacted by motivation, motivation does improve when non-financial rewards are managed well (Buwembo, Nabukeera, & Bwengye, 2019).

1.1.2 Context

In Kenya, among these practices include flexible schedules, stress management, proper job design, and job engagement among other practices which are likely to highly enhance quality of work life (Kamau, Muleke, Mukaya, & Wagoki, 2013). The employment laws such as the Employment Act, 2007 and Occupational Health and Safety, Act provide mechanisms aimed at promoting quality work life. Key among them is the provision for statutory leaves, which include 21 days of paid annual leave, 3 months of paid maternity leave, and 2 weeks of paid paternity leave. It also provides for workplace diversity management mechanisms and promotion of work place health and safety. These laws however, do not provide guidelines on matters of work-place flexibility and job sharing and stress management. The employer retains a lot of freedom over QWL arrangements. Given the significance of leave arrangements, Kenyan employers have implemented other regulatory organizational policies and initiatives in addition to leave arrangements, a decision that is majorly guided by

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scholarly works in the field of personnel management. These include (i) flexible working arrangements such as compressed working days and/or working part time; (ii) employee assistance facilities and/or programs such as workplace fitness centers, counseling services; and (iii) job sharing programs and so on (Muasya, 2016).

Human resources constitute the most critical, dynamic and significant component of any business or organization. Without a proper and effective human resource, an organization cannot attain its goals. There exist different challenges in regard to human resources that organizations face in the contemporary business world. Much of these challenges revolve around not only retaining the resource but also keeping the employees satisfied and motivated (Thevanes & Mangaleswaran, 2018). Employee satisfaction and motivation plays an important role in securing and retaining skilled talent in an organization and helps safe guard the knowledge and skills that are important to organization's economic competitiveness which would otherwise be lost if an organization experiences turnover (Wambui, 2017).

Overall, QWL is regarded to not only lead to the achievement of greater human satisfaction, but also at improves productivity, adaptability and effectiveness of organizations. The current study defines employee job satisfaction as a positive affective state resulting from the appraisal of all aspects of a job by the employee (Silvestro & Cross, 2000). Such satisfaction can be derived from economic outcomes or social interactions at the workplace. Overall, when the water service providers' management provides administration, service support, rewards, and employment policies are perceived to be fair, the employee will be satisfied. Evidence mounting from existing literature indicates that job satisfaction is the most robust antecedent of employee commitment, service quality delivery, organizational citizenship behaviors, and low employee turnover intention amongst others. (Silvestro & Cross, 2000)

1.2 Nyahururu Water and Sanitation Company

Nyahururu Water and Sanitation Company is Located in Laikipia County, in Laikipia West Constituency. It was incorporated under the companies Act Cap 486 of the Laws of Kenya in February, 2002. Its mandate is to manage the County water resources. The company's HRM is guided by an HRM Strategy policy developed by the Ministry of Water and Irrigation to provide guidance on matters HRM. The policy provides for implementation of HRM practices including competitive wages, provision of proper work environment, and employee development among others practices.

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Creation of a conducive work environment, having competitive salary packages, conducting employee appraisal assessments and employee development constitute the major HRM practices adopted by NWSC in enhancing employee performance, quality of work life and promoting satisfaction amongst its workforce. For example, the company conducts employee appraisal assessments on bi-annual and annual basis. Evidence suggests that these practices play a significant role in promoting employee satisfaction and motivation (Kinyanjui, 2015; Kamau, 2019). It is on this premise that the study investigated how these QWL methodologies adopted by the company management have affects employee job satisfaction.

1.3 Problem Statement

According to HR data, Nyahururu Water and Sanitation Company (NWSC) saw a substantial amount of personnel turnover between 2019 and 2022. This raises the concern of job satisfaction at NWSC. Despite organization's having adopted quality of work life management practices, the challenge of employee dissatisfaction with their jobs and consequent turnover still remains at eminent Nyahururu Water and Sanitation Company (NWSC). In Kenya, employee turnover as a result of job dissatisfaction rank among the significant challenges facing organizations in the contemporary workplace (Muasya, 2016; Wambui 2017).

The management of enterprises across industries has used a variety of human resource management strategies that are meant to improve the overall quality of work life for its employees in order to enhance job satisfaction, avoid the employee turnover challenge and promote performance. The most popular of these techniques include, among others, better work environment provision, flexible work schedules, training and development, work design, employee engagement and enhanced working relationships.

Employee turnover as a result of job discontent ranks as one of the problems that needs to be addressed in the modern workplace, according to studies performed in Kenya. (Muasya, 2016; Wambui *et al.*, 2017). ILO ranks Kenya as having a bad quality of work life in its study on the subject, citing the country's lengthy workweek as a key contributing factor. The ILO, (2017) report raises concerns on how the trend is likely to affect job performance.

The relationships between quality of work life and job satisfaction are still not fully investigated in Kenya, despite the fact that numerous research (Aloys & Henry, 2013;

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Chimoi, 2012; Ng'ang'a, 2017; Mbui, 2017) have been done to address the quality of work life phenomena. This is due to the fact that the majority of research have concentrated on the financial industries, particularly the banking and insurance sectors. However, most surveys have omitted the need for in-depth research into specific businesses, particularly in the water service providing industry, which is similarly afflicted by issues with employee unhappiness and turnover (Njenga, 2021). At NYAHUWASCO despite the value such study would bring to the organization's HR operations, none have been conducted. The aim of this proposed study is therefore to examine the effects regarding job satisfaction at Nyahururu Water and Sanitation Company and aspects of work-life quality.

1.4 Objectives of the Research Study

The study was guided by general and specific objectives

1.4.1 General Objective

To determine the influence of quality of work life on employee job satisfaction in water companies in Kenya

1.4.2 Specific Objectives

i. To determine the influence of flexible work arrangements on employee job satisfaction in NYAHUWASCO in Kenya.
ii. To establish the influence of job design on employee job satisfaction in NYAHUWASCO in Kenya.
iii. To investigate the influence of stress management on employee job satisfaction in NYAHUWASCO in Kenya.
iv. To examine the influence of employee engagement on employee job satisfaction in NYAHUWASCO in Kenya.

1.5 Research Questions

The following research questions guided the study.

i. What is the influence of flexible work arrangements on employee job satisfaction in NYAHUWASCO?
ii. What is the influence of employee engagement on employee job satisfaction in NYAHUWASCO?
iii. What is the influence of stress management at work on employee job satisfaction in NYAHUWASCO?

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iv. What is the influence of employee engagement on employee job satisfaction in NYAHUWASCO?

1.6 Significance of the Study

The findings of this study will be of significance in a number of ways:

Nyahururu Water and Sanitation Company: Nyahururu Water and Sanitation Company will gain knowledge and insight about issues QWL that are crucial to improving employee happiness. The results have shown the effects of adopting or not adopting proper QWL practices; as a result, this will help the company's QWL policies.

The Water Service Providers: study's findings can be applied by other water utility companies across the nation. This could enhance their methods for managing human resources. Also, firms operating in other nations using a comparable model might borrow it.

Academic Fraternity: The study is of importance to the academic community as it has contributed to contemporary debates on QWL and existing literature. The findings could contribute to the improvement of understanding regarding how QWL procedures affect employee's satisfaction. This could serve as a helpful resource for other academics who conduct related research in the future. The findings could as well provoke the why question that could form a basis for other explanatory studies in the same area.

1.7 Scope of the Research Study

The purpose of study was to ascertain how QWL procedures affect employee work satisfaction. In particular, the study aimed at knowing how flexible work schedules, job design, stress management, and employee involvement affect employee job satisfaction. It took place at the Nyahururu Water and Sanitation Corporation in the Kenyan county of Laikipia in Nyahururu. The study was undertaken between May and June 2023 and focused on all of the company's (156) employees.

1.8 Limitations of the Study

Problems relating to the quality of the working environment may be viewed as sensitive, which would cause respondents to be circumspect in sharing their opinions and omit some crucial information. To get through this obstacle, the researcher reassured each respondent

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that their data would be kept private. The respondents were guaranteed by the researcher that the data can only be utilized for study.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives an overview of the research on the relationship between employee job satisfaction and quality of work life. It begins by outlining the pertinent ideas that drove the study and is followed by an empirical evaluation of the research that other academics have done on the subject of employee satisfaction and quality of work life. The chapter also offers an illustration of the conceptual framework of the study, demonstrating a potential relationship between the research variables. The chapter concludes with a summary of the literature and a list of gaps in the evaluated literature.

2.1 Theoretical Framework of the Research Study

A theory is a conceptual framework that helps researchers organize and make sense of observations, facts, and data. It provides a systematic and coherent explanation for how and why certain phenomena occur. Theories offer explanations for observed patterns, relationships, or behaviors. They help researchers understand the "why" behind phenomena. They also enable researchers to make predictions about future events or outcomes based on established principles. The following theories served as the basis for this study: The Job Characteristics Model, Maslow's Hierarchy of Needs Theory, Herzburg's Two-Factor Theory and Vroom's Expectancy Theory

2.1.1 Herzberg's Two-Factor Theory (Hygiene Theory)

Herzburg's Two-Factor Theory served as the study's foundation (Hygiene Theory). Frederick Herzberg is the main proponent of this theory, which was presented in a groundbreaking article titled "The Desire to Work" (September 1959 edition). It asserts that unhappiness with one's job and job satisfaction are not mutually exclusive. It analyzes elements at work that contribute to job satisfaction as well as factors at work that cause dissatisfaction (The Business Professor, LLC, 2021). According to its suppositions, reducing unhappiness won't always lead to satisfaction, and the opposite is also true. According to the theory, sometimes referred to as Herzberg's motivation-hygiene hypothesis, some workplace factors promote job

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satisfaction while others promote job discontent. Herzberg created the theory to better understand a worker's motivation for the job and attitude.

Salaries, earnings and other advantages are examples of motivating factors. Additionally, it encompasses work-life balance, positive interpersonal relationships, effective supervision, job security, work conditions, and business policy. The notion holds that when these are in place, it results in overall contentment and prevents unhappiness. The motivator element, on the other hand, includes a sense of personal accomplishment, prestige recognition, stimulating work, responsibility, and the chance for progress, promotion, and growth. When present, these elements foster high levels of motivation, satisfaction, and commitment (Google Inc, 2022). This theory was used in the context of this study to explain how the dependent variable, work satisfaction, is determined and what conditions must be met in order to achieve it.

2.1.2. The Job Characteristics Model

The 1980 update of the 1976 design by Hackman and Oldham's job characteristics model was used by the study. The approach is predicated on the premise that employee motivation is mostly dependent on the task at hand. Particularly, a demanding job boosts motivation, but a boring and monotonous job stifles motivation to perform effectively. There are three approaches to increase challenge in a work that might improve engagement: variety, decision authority, and risk. The two methods of increasing variety and challenge at work are job enrichment and job rotation. (YourCoach BV, 2022). According to the model, three psychological states in an employee experience of the work's meaning, taking ownership of its outcomes, and knowledge of its outcomes lead to better work performance, internal motivation, and decreased absenteeism and turnover. According to the theory, the three psychological states are produced by five essential job characteristics: skill variety, task identity, task significance, job engagement, and feedback. This hypothesis contends that employees are more likely to be engaged at work when their occupations exhibit certain qualities (Hackman & Oldham, 1980).

The dimension of skill diversity describes how many diverse actions will be required of a profession. Employer usage of a wide range of employee talents and competencies is required by the activities. Variety is low in normal, repetitive professions (like those on an assembly line), but high in jobs that require solving new challenges on a regular basis, like those of

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researchers. According to the task identity theory, an employee who feels they are in charge of finishing an entire identifiable piece of work will have a higher identity than someone who finishes a task started by someone else. The relevance of a task refers to how much it is regarded as significant and how much it affects other people's lives or jobs, either internally or externally. Those who give vaccines during emergencies, for instance, consider their work to be important (Hackman & Greg, 1976).

The theory states that when it comes to engagement, this refers to how much an individual can emotionally commit to their work, teams, and organizations. Engaged workers are motivated, enthusiastic, and invested in the success of the business. Also, they are prepared to go above and above the call of duty (Alamdar & Khan, 2011). This study gathered information on how NWSC facilitates understanding of the outcomes of the work completed, accountability for the work outcomes, and experiencing the meaning of the job performed. Additionally, it looked to demonstrate how well occupations at NYAHUWASCO match with aspects of skill diversity, work identity, task significance, and feedback, all of which are markers of employee engagement. In the study, the theory of job characteristic model was used to determine the influence of employee engagement and job design on job satisfaction.

2.1.3 Hierarchy of Needs Theory

This theory was developed by Abraham Maslow, a clinical psychologist in his 1943 research paper titled "A theory of Human Motivation". With its usage in psychology field, the theory has contributed knowledge to the fields of organizational management and behavior of study's workplace attitudes and behaviors and in the motivation of people at work. According to Maslow, if a person grew up in an environment where their needs were not addressed, they are likely to have trouble adjusting.

Maslow postulated five types of hierarchically activated human needs. The five need categories are triggered in a certain order, going from the lowest to the highest, so that the lowest-order need must be satisfied before the next need is triggered, and so on, until the highest order-need is satisfied. The most basic and lowest on the hierarchy of wants are the physiological requirements. This includes food, water and shelter. For employees to meet this need, the theory postulates that organizations must provide employees with an enabling pay cheque. The rational here is that an employee whose basic needs are not met will hardly be able to contribute much to an organization, leave alone retaining them. Such employees are considered not to have achieved the desired quality of work life.

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Second on the hierarchy is the safety needs. It involves the employees' right to a secure work environment that is free from threats or harm. Here, Maslow in his theory argues that employees in a safe work environment are likely to stay longer and perform well. The third order of needs in the hierarchy is the social needs. The social needs include the urge to be accepted and loved by other people. According to the theory, a good working relationship among employees and between employees and the management results in more commitment, performance and high satisfaction rates.

Maslow proposed that organizations should engage their workers in social-team building activities such as picnics in order to meet this need. Encouraging team work helps develop a sense of belonging which translates to low turnover rates (Matongolo, Kasekende, & Mafabi, 2018). Maslow classified Esteem as the fourth-order need. This involves the need for self-respect and the approval for others. To meet this need, the theory suggests organizations to introduce award systems aimed at recognizing various workplace achievements. Supervisory recognition and performance appraisal are some of the practices adopted in the contemporary workplace to meet this need.

Lastly, according to Kaur (2013), there's self-actualization need which is the fifth-order need. It involves the individual need by an employee to develop to their full potential. The argument here is based on the premise that well trained and developed employees become self-actualized are bound to become not only valuable organizational human resource assets but are also likely to remain loyal to the organization. According to the theory, it is of importance to note that a need can never be completely fulfilled. However, a need that is almost fulfilled no longer motivates. Therefore, it is important for managers to establish where their employees are on the hierarchical needs pyramid in order to know how to motivate them at that level. In this study the hierarchy of needs theory was used to determine the influence of stress management on job satisfaction.

However, the theory has some shortcomings. However, it is impossible to ignore the important contributions that this theory has made to the study of organizational behavior, notably in HRM. It has drawn both favor and criticism, especially for the specific ideas it puts forth. Kaur (2013) Maslow's theory, like other theories of motivation, lacked sufficient experimental evidence to support its claims. It posits the idea that every employee is the

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same. Basset-Jones and Lloyd (2005) remark that the theory presupposes that all work settings are comparable and that there is only one way to address employee demands. They also express the same opinions. Additionally, the idea disregards the internal organizational culture and the demographics of the workforce. It is restricted in that human beings are too complex in their social set up (both on job and off-side) to use the theory for a comprehensive explanation. This made it necessary to introduce another theory, the expectancy theory.

2.1.4 Expectancy Theory

The expectancy theory was developed by Vroom (1964). The theory provides an explanation of the process by which people choose amongst distinct behavioral options. The theory explains why motivation happens, what influences it, and how various motivating elements interact. It asserts that behavior is driven by the desire to achieve desired combinations of anticipated consequences (Vroom, 1964). It views the driving elements behind certain conduct as motivational factors. In order to measure, understand, and assess how well employees learn, make decisions, form attitudes, and are motivated expectancy theory serves as a broad framework (Chen & Lou, 2002).

Employees were encouraged and satisfied to work hard as long as doing so would increase the incentives, according to Vroom. These incentives could be favorable or unfavorable. According to the hypothesis, people typically behave hedonistically, favoring behaviors that would increase their subjective utility (more positive reward). According to Vroom, rewards serve as the driving force behind people's choices among numerous behavioral options. Expectancy, instrumentality, and valence all play a role in determining an employee's desire to remain with a certain business. Expectancy is the conviction that one's efforts will be successful. When someone believes that their job pleasure is based on their results, they are said to be instrumental. A person's opinion on the quantity of rewards or punishments they will receive as a result of their capacity to remain and performance is referred to as their "rewards or punishments and valence." Workers need the necessary job-specific abilities, knowledge, and competences, but without the drive to succeed, job satisfaction in a given position is unlikely. These aspects actually make up internal work motivation since they lead to more motivated workers as people put more effort into their professions. Yet, when compared to an employee's job satisfaction, motivational elements like as rewards, remuneration, opportunities for promotion, stress management, employee involvement, and

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work flexibility (Agustine & Ssemugenyi, 2014; Koigi & Waiganjo, 2015). This idea contends that motivated employees are more likely to be engaged when they feel their efforts will result in the desired results. They also contend that motivated employees are more likely to be engaged when they feel their efforts will be rewarded.

However, other motivating elements have been recognized as crucial aspects of the quality of the working environment for enhancing employee job satisfaction. These elements include job responsibility, human acknowledgement, a sense of accomplishment, and the growth of one's own self-esteem (Obonyo & Ogutu, 2015). According to Vroom, these variables encourage people to strive toward achieving specific goals if they think the goals are worthwhile and if they feel that their efforts will help them achieve the desired goals. According to this study, which applies expectancy theory to the current body of research, if water service providers are to achieve the highest levels of employee satisfaction through quality-of-work-life practices, quality-of-work-life rewards must be connected to performance, there should be transparency regarding the decision-making process for such practices (flexible work schedules, job design, stress management, and employee engagement), and it is important to cultivate employee belief in these practices..

This theory was used in this study to better understand the function of quality of work life practices (flexible work arrangements, job design, stress management, and employee engagement) as a motivating factor for employee job satisfaction because it is more fluid and all-encompassing. All four of the specific objectives as well as the dependent variable were built using this principle. The basis for this argument was be Robbins' (1993) contention that fairness and rewards have a strong correlation with an employee's likelihood to be satisfied with his or her employment.

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2.2 Empirical Literature Review

The study used four variables that improve quality of work life, including flexible work arrangements, job design, stress management, and employee engagement, with an emphasis on how these practices impact employee satisfaction. Work satisfaction is a psychological state that describes how someone feels about their employment or job. An impression of someone's work that is favorable based on the results of the characteristic evaluation (Syauta, Troena, & Setiawan, 2012). An overview of the literature on the connections between

employee job satisfaction and excellent work life practices is provided in this section. The section focuses on four practices that improve quality of work life, including flexible work arrangements, job design, stress management, and employee engagement, with an emphasis on how these practices impact employee satisfaction.

2.2.1 Flexible Work Arrangements and Employee Job Satisfaction

People are interested in working for an organization that offers quality of work life (QWL), and it is thought that QWL has a key role in the recruitment, retention, and satisfaction of highly competent workers. Flexible work arrangements (FWAs) are QWL practices created by businesses to improve work-life balance, according to a study by Kangogo and Wanambiro (2019), titled Impact of Flexible Working Schedules on Organizational Commitment of Workers at Hospitals in Nakuru Town, Kenya. They accomplish this with less work-family conflicts (Kangogo & Wanambiro, 2019). At a German aerospace company, the idea of FWAs was first presented in 1967 as a competitive modern human resources management technique to reduce absenteeism (Opeyemi & Oluwayemisi, 2022). The authors claim that with the introduction of FWAs, the workplace has seen a dramatic transformation, particularly in terms of the influx of more women into traditionally male-dominated fields. Flexible working is increasingly seen as a smart working style that drives improved efficiency and effectiveness in reaching organizational goals, per data by Armstrong and Taylor (2014) in the Armstrong's handbook of human resource management practice. Data was gathered on the degree to which flexible work is used in this project.

Several ways can be used to define FWAs. FWAs refer to alternative work options that are not constrained by the physical boundaries of a traditional office location, but rather the scheduling of work hours and workweeks that are not limited by spatial boarders, according to a study by Bekele and Mohammed (2020) titled the Effects of Flexible Working Arrangement on Job Satisfaction in Ethiopia However, a study by Opeyemi, et al. (2019) that examined initiatives for flexible work arrangements in the Nigerian telecommunications sector describes FWAs as a human resource management practice that enables employees of an organization to make educated decisions about when, where, and how long they carry out work-related responsibilities. In other words, FWAs are different ways of working that enable productivity outside the conventional physical constraints of a typical workday.

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There are many different FWAs used by contemporary firms in the management of human resources, and they can be divided into two categories: location flexibility and schedule flexibility. The most popular FWAs include telecommuting, compressed workweeks, and flexible schedules. Flextime scheduling gives workers the freedom to decide when their workdays will begin and end, while compressed workweek scheduling allows workers to squeeze a conventional 40-hour workweek into fewer than five days. Flextime scheduling and a condensed workweek are examples of schedule flexibility, however.

On the other hand, telework, also known as telecommuting, is a type of location flexibility arrangement or practice in which employees of an organization substitute some of their regular working hours—from a few per week to nearly full-time—to work remotely, primarily from their homes, and use technology to communicate with others as needed to complete tasks (Aziz-ur-rehman & Siddiqui, 2020; Mwebi & Kadaga, 2015; Onyango, Chepkilot, & Muhanji, 2019).

It has been demonstrated that FWAs are advantageous for both companies and employees in terms of increased commitment, less attrition, lowered work-family conflict, and increased job satisfaction (Davidescu, Apostu & Paul, 2020; Kangogo & Wanambiro, 2019; Onyango Chepkilot, & Muhanji, 2019; Opeyemi & Oluwayemisi 2022). The empirical literature consistently shows that FWAs have a favorable effect on employee job satisfaction. A study titled Flexible work arrangements, job satisfaction, and performance within Eskom Shared Services was conducted in South Africa by Lucille (2017) in the school of Kwazulu Natal. The study looked at how FWAs can improve job happiness and performance while reducing time management issues among employees. FWAs were shown to be preferred by the majority of employees in a quantitative study that comprised 92 employees who were surveyed online. FWAs were also found to significantly positively correlate with job satisfaction. The study also revealed that FWAs improve work-life balance, which raises performance and job satisfaction.

The relationship between flexible working arrangements and job satisfaction, as mediated by work-life balance, was the subject of a survey study carried out in Pakistan by Aziz-ur-rehman and Siddiqui (2020). In Karachi's public universities, this study looked into the connections between flexible work schedules, work-life balance, and job satisfaction. The results of the study demonstrate that flexible arrangements are significantly correlated with

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work-life balance using a descriptive research design to examine the relationship between FWAs and job satisfaction and work-life balance. The sample size for the study was 200 respondents, who were interviewed using a structured online questionnaire. Research also showed that a key mediator between flexible scheduling and job satisfaction is work-life balance.

With a focus on flextime schedules, compressed workweeks, and telecommuting, Bekele and Mohammed (2020) conducted an exploratory study on the effects of flexible working arrangements on job satisfaction from the perspective of the Ethiopian national employees of the United Nations Economic Commission for Africa (ECA) in Addis Ababa. 250 ECA employees were the study's target audience, and 71% of their responses which were collected were descriptive in nature. The study found that flexible schedules and reduced workweeks help to improve job satisfaction among Ethiopian national employees of the ECA, even if FWA adoption and implementation as a cutting-edge human resources management strategy at the ECA is still in its infancy.

Research carried out in Kenya has also revealed a favorable relationship between FWAs and employee job satisfaction. In their descriptive survey study on the effect of flexible work hours on employees' organizational commitment in Nakuru's department of health services, Kenya, Kangogo and Wanambiro, (2019), determined that flexible working hours had a significant impact on staff members' organizational commitment in public hospitals in Nakuru town. The study also argued that employee-driven flexible work arrangements, as opposed to employer-driven ones, have a greater impact on an organization's success. The findings of Jane, Simon, and Amos (2015), who examined how flexible work arrangement initiatives affected nurses' job satisfaction in public hospitals in Kenya's Nakuru County, are similar to those of Kangogo and Wanambiro (2019), who found a statistically substantial positive correlation between work arrangement flexibility and nurses' job satisfaction in Nakuru County.

The impact of flexible work arrangements approach on job satisfaction among state enterprises in Kenya was also assessed by Onyango, Chepkilot, & Muhanji (2019). The research examined the use of flexible work arrangements by state corporations and its impact on job satisfaction using a cross-sectional descriptive design with a sample size of 381

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employees in 127 state corporations. The employees of the state corporations were purposefully chosen and interviewed using semi-structured questionnaires, whereas the state corporations were chosen using stratified sampling. A flexible work schedule is a key tactic in boosting worker satisfaction among state firms in Kenya, according to the study. The study further supported the claim made by Jane, Simon, and Amos (2015) that flexible work arrangements that are employee-driven rather than employer-driven significantly contribute to an organization's performance.

2.2.2 Work Design and Employee Job Satisfaction

Work design, also known as job design, refers to the activities involved in organizing tasks, duties, and responsibilities into an organizational unit of work (Manuaba & Darma, 2021). Work design, according to Soenanta, Akbar and Sariwulan (2021), is a technique for structuring the components, processes, and relationships of employment in order to achieve organizational goals and objectives as well as employee happiness.

A study entitled The Effect of Job Design and Organizational Commitment to Employee Retention in an Indonesian Lighting Company was conducted by Soenanta, Akbar and Sariwulan in 2021. A wide range of outcomes, including employee health and wellness, attitudes like job satisfaction and dedication, behaviors like productivity, absenteeism or malingering, and creativity were all shown to be significantly impacted by job design. It became evident that the uniqueness of each employee's personality influences how their jobs are designed. They have an impact on how employees perceive and seek out specific job qualities, aid in understanding the influence job design has, and have the potential to change the impact of job design.

Goals are attained through the establishment of organizations. Jobs are designed to achieve the objectives for this reason, and an organizational structure is established. Manuaba and Darma (2021) conducted a study that looked at recruitment tactics and millennial employee selection in Indonesia. According to the study's conclusions, in order to increase productivity, employment should be created using scientific concepts. The Human Relations method, on the other hand, offers a distinct perspective and contends that job design should promote human fulfillment. Another study was done at Municipal Waterworks of Jayapura, Papua Indonesia titled the Impact of Organizational Culture, Organizational Commitment on Work

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Satisfaction, and Employee Performance were studies conducted by Henry, Afnan, & Setiawan (2012). This compared to another work by Saleem, (2012) among others titled the Effect of Work Enrichment and Job Enlargement on Employee Satisfaction. The two studies found that workers in well-designed occupations demonstrated high levels of motivation and satisfaction. On the other hand, poorly designed jobs encourage monotony, boredom, ambiguity, and conflicts, which lead to discontent. Hence, job design aids in channeling people energy for effective organizational performance.

Additionally, a descriptive survey study conducted in Indonesia in 2021 by Soenanta, Akbar and Sariwulan titled "Effect of Job Design and Organizational Commitment to Employee Retention in a Lighting Company" found that job design has an impact on both individual employee behavior and organizational behavior. Moreover, job designs alter as internal and external forces change. Some of the criteria considered during the job design process include organizational objectives, environmental considerations, social considerations, employee skills, training, status, job expectations, and individual goals and objectives. According to empirical literature, job design and employee job satisfaction are inversely correlated.

In the Fast-Moving Consumer Goods (FMCG) sector in Pakistan, Ali (2014) conducted a survey titled "The impact of job design on employee retention, a mediating function of job happiness." Since almost all FMCG firms are multinational corporations and adhere to their parent company's policies and processes with only minor variations, the researcher decided to conduct a survey. A sample size of 150 respondents was chosen for the survey, and 90% of them responded with information. According to the research, work design plays a significant part in employee retention and happiness in the FMCG sector. The researcher discovered that in the past, neither employers nor employees had considered job design, and the idea had not been adopted by organizations in Pakistan.

According to Ali's research, financial benefits rather than professional advancement are thought to be the most crucial component of a job. Nonetheless, the workplace is evolving quickly, which has had an impact on the changes in organizational cultures in Pakistan. Individuals are eager to develop and learn. They demand autonomy in decision-making over their jobs, as well as opportunities for exposure and training. The study demonstrates that in the FMCG sector, employee satisfaction is significantly influenced by job design that fosters

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employee engagement. Individuals prefer to have engagement in their work i.e. self-determination in achieving tasks. Organizations must also adjust to the cultural norms of the host nation, and global corporations have changed their standards and procedures.

In a different South African study by Ngirande and Musara (2014) titled Career Management Practices: Impact of Work Design on Employee Retention, using job satisfaction as a mediating factor, the study looked at the effect of work design on employee retention. 116 randomly chosen participants who were subject to a quantitative research approach were included in this study. Respondents from the manufacturing, wholesale and retail, banking and finance, and other industries were given self-administered questionnaires. A statistically significant association between different work design characteristics and employee retention variables was found, according to the study. Nonetheless, there were significant relationships between job enlargement, work design, and job enrichment. The study concluded that job design and employee retention are strongly correlated. The study suggested that if the organization wants to reach acceptable employee satisfaction levels, it should prioritize addressing work enrichment, job design, and job enlargement.

In a study conducted in Kenya, Tsuma and Omondi (2015) looked into how job design affected worker happiness and retention levels in private universities in Kenya, using Mount Kenya University as a case. The study used a case study research design to allow detailed examination of a single subject group and make conclusions. A sample of 89 respondents drawn from a total population of 176 employees, the study found out that job design affects employee satisfaction and retention levels and that the dependent and independent variables move in the same direction, good job design brings more job satisfaction and retention and bad job design brings job dissatisfaction and turnover. The study recommended that employees should be optimally utilized at the workplace though employers should be careful not to overwork their employees. It also recommended that job rotation should be done as a routine and employers should consider giving employees some sort of control over their work and more discretion over how it gets done.

A survey study was also carried out by Wambui and Kamaara (2020) to examine the impact of job design strategies on worker satisfaction in interior building materials manufacturing companies in Nairobi City County. Employees from interior building materials production companies in Nairobi City County, representing a variety of roles and divisions, made up the

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population of interest. The 920 employees representing all organizational divisions or roles made up the research population. To illustrate a sample size of 92 respondents, stratified random sampling was employed. The study discovered a substantial positive association between employee happiness and each of the job design characteristics that were examined, including job enrichment, job rotation, job expansion, and job simplification.

2.2.3 Stress Management and Employee Job Satisfaction

Stress is defined as a situation or factor that has physical and physiological effects on a person, as well as a mental, physical, or emotional strain brought on by tension (Masood, 2013). For instance, organizational or situational stress results from the traits of the employees themselves, i.e. dispositional stress (Riggio, 2003). Workers' Stress and Its Effect on Their Performance, proceedings from an international conference on business and technology held in Indonesia in 2016, states that between 50% and 75% of workdays are influenced by disease-related stress, accounting for around 100 million workdays. Stress at work at the workplace is primarily caused by absence and job loss. The organizational context is the reason why the percentage keeps rising.

These sources are categorized under a number of headings in studies on the causes of organizational stress. The sources of organizational stress related to the individual's role in the organization include things like role conflict, role uncertainty, a lack of participation in decision-making, a person's responsibility toward other employees not being clearly defined, and the absence of a defined role for the individual in the organization (Gümüştekin & Gültekin, 2009). High workloads, monotonous, dangerous, and too responsible professions are some of the factors that contribute to workplace stress due to the nature of the employment (Işık, 2007). Instead of focusing on the sources of stress, this study examined how it affects NYAHUWASCO personnel' job satisfaction.

The well-being of employees can be enhanced, and this will raise their job happiness. Work-life balance is crucial for job happiness, according to a cross-sectional survey of women in a higher education institution in South Africa that looked at the connections between flex work, financial security, work-life balance, productivity, and job satisfaction (Jackson & Fransman, 2018). The current study, however, concentrated on Kenya's water service providers and how QWL influences job satisfaction, creating a conceptual and contextual gap.

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A New York State study looked at the case managers' working conditions in both urban and rural community mental health programs. It looked at how people perceive job satisfaction and stress differently. Research shown that stressors related to collaborating and coordinating services were cited more frequently and with greater severity by urban case managers than by rural workers as causes of workplace stress (Gellis, Kim, & Hwang, 2004). Since the majority of NYAHUWASCO's clients are urban, the focus of the current study was mostly urban areas. However, it concentrated on workers who provide water, filling a conceptual gap.

According to a study that looked at the effect of job-related stress on employee performance and job satisfaction in the Nigerian banking sector, all factors of stress, including work-life balance, are very stressful for Nigerian bankers and have a negative effect on their job satisfaction and performance (Ajayi, 2018). As a result, the study found a connection between job satisfaction and mental health. The study, which concentrated on the banking sector and was conducted in Nigeria rather than Kenya, revealed a conceptual and contextual gap.

Job satisfaction is found to have a moderating effect on the links between work-family conflict, job stress, and seafarer performance, according to a study that empirically looked at these factors' effects on seafarer performance (An, Liu, Sun, & Liu, 2020). It might be stated that where there is job satisfaction, the employees are able to perform better because work-family conflict is a facet of QWL. The current study focused on workers at a water services company and examined how stress management, as a QWL component, directly influences job satisfaction.

2.2.4 Employee Engagement and Employee Job Satisfaction

In order to accomplish and improve performance, employers must actively involve staff members to boost motivation and guarantee job happiness. An investigation was conducted with the working title Work engagement and perceived job ability: An evidence-based strategy to improve nurses' well-being. The goal was to assess a model created to figure out how nurses' evaluations of their ability to execute their professions in China are influenced by work engagement. The study's findings clarified the necessity for age-specific interventions and advanced knowledge of the dynamics of nursing motivation. The key conclusions revealed a number of age-dependent trends for management strategy adaptation in the health industry (Marco, *et al*., 2019). There is a contextual gap between the study that was

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conducted in China and the one that would be conducted now in Kenya within the water sector. Impacts of Professional Identity on Turnover Intention in China's Hotel Employees: The Mediating Role of Employee Engagement and Work Satisfaction is the name of another study conducted there. The study, which looked at the relationships between professional identity, employee engagement, work happiness, and turnover intention of hotel employees in China, was based on the conservation of resources theory. It made use of empirical information acquired from 1312 hotel staff.

The results showed that, according to the structural equation modeling technique, the professional identity of hotel employees is a second-order structure made up of four dimensions: career practice, career affirmation, identification with commitment, and rethinking of commitment. Moreover, professional identity had a positive impact on employee engagement and satisfaction but had a negative correlation with leaving intention. On the other side, employee involvement and job satisfaction have a negative effect on the intention to leave (Chaohui, Jiahui, Zhang, & Qinglian, 2020). In order to fill a contextual gap, the current study examined specific topics of concern under employee engagement, particularly identification with commitment and how this is influencing job satisfaction in a water firm in Kenya.

An investigation into the relationship between employee engagement and work satisfaction in the IT sector was conducted in India. Primary and secondary data were both used in the investigation. The study's participants were officers and clerks in the IT industry. The findings demonstrated that increasing job authority and accountability among officers could promote job motivation, while rewards and penalties for clerical employees were positively connected with job involvement (Thakur, 2014). By being conducted in Kenya, the current study closed a contextual gap. The challenges of job engagement and how this fosters job happiness in a water services company were the main topic.

The Attitudinal, Behavioral, and Performance Consequences of Job Engagement: A Comparative Meta-Analysis across the Public, Semipublic, and Commercial Sector is a study conducted in the Netherlands. This study seeks to ascertain whether the relationships between work engagement and behavioral, performance, and attitude outcomes in the semipublic and public sectors are also as strong as anticipated and whether these associations vary between

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the public, semipublic, and private sectors. The mean work involvement and the impacts of job engagement are the most visible significant sectoral differences, according to the cross-sectoral meta-analysis of 130 studies (Borst, Kruyen, Lako, & Vries de, 2020). This study was able to demonstrate empirically the differences between private sector and (semi)public sector research on the importance of work engagement as a performance predictor as opposed to, say, satisfaction. The current study used information from a Kenyan semi-public organization to attempt to connect the two.

The idea of employee engagement is becoming more and more crucial and necessary in today's fiercely competitive and dynamic corporate world. Performance is influenced by an employee's initiative for their work and sense of belonging in the company. A motivated workforce devotes their time and effort to the success of the company, which is an important asset. An engaged employee's connection to their work output is driven by their motivation. This co-relational study (N = 134) was carried out to look into how much an employee is engaged in their work (absorption, energy, and devotion) and how that affects their performance. A randomly selected sample of companies in the IT, ITES, and telecom sectors were subjected to an online survey. A straightforward random sample procedure was used to select the employees from middle and lower managerial levels. In total, 200 questionnaires were circulated, and 134 valid responses were collected. Using correlational and regression analytical approaches, hypotheses were tested in order to predict and quantify the connections between variables (Rana, Pant, & Chopra, 2019). The findings of this study showed that job engagement significantly affected employee performance and that every aspect of it was a predictor of success. It brought attention to the growing necessity and significance of the notion of employee engagement being linked to workers' productivity. The study did not, however, examine the link between worker involvement and job performance. Also, the study took place in a separate nation (Thailand), creating a contextual gap.

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2.3 Conceptual Framework of the Research Study

A conceptual framework, according to Oso and Onen (2009), is a diagrammatic exposition of the theory in which the study variables and their relationships are transformed into visual diagrams that show the links between the variables. The independent and dependent variables make up the study's conceptual framework. Employee satisfaction is the dependent variable,

whereas flexible work options, job design, stress management, and employee engagement are the independent variables. Figure 2.1 depicts the conceptual framework in its entirety.

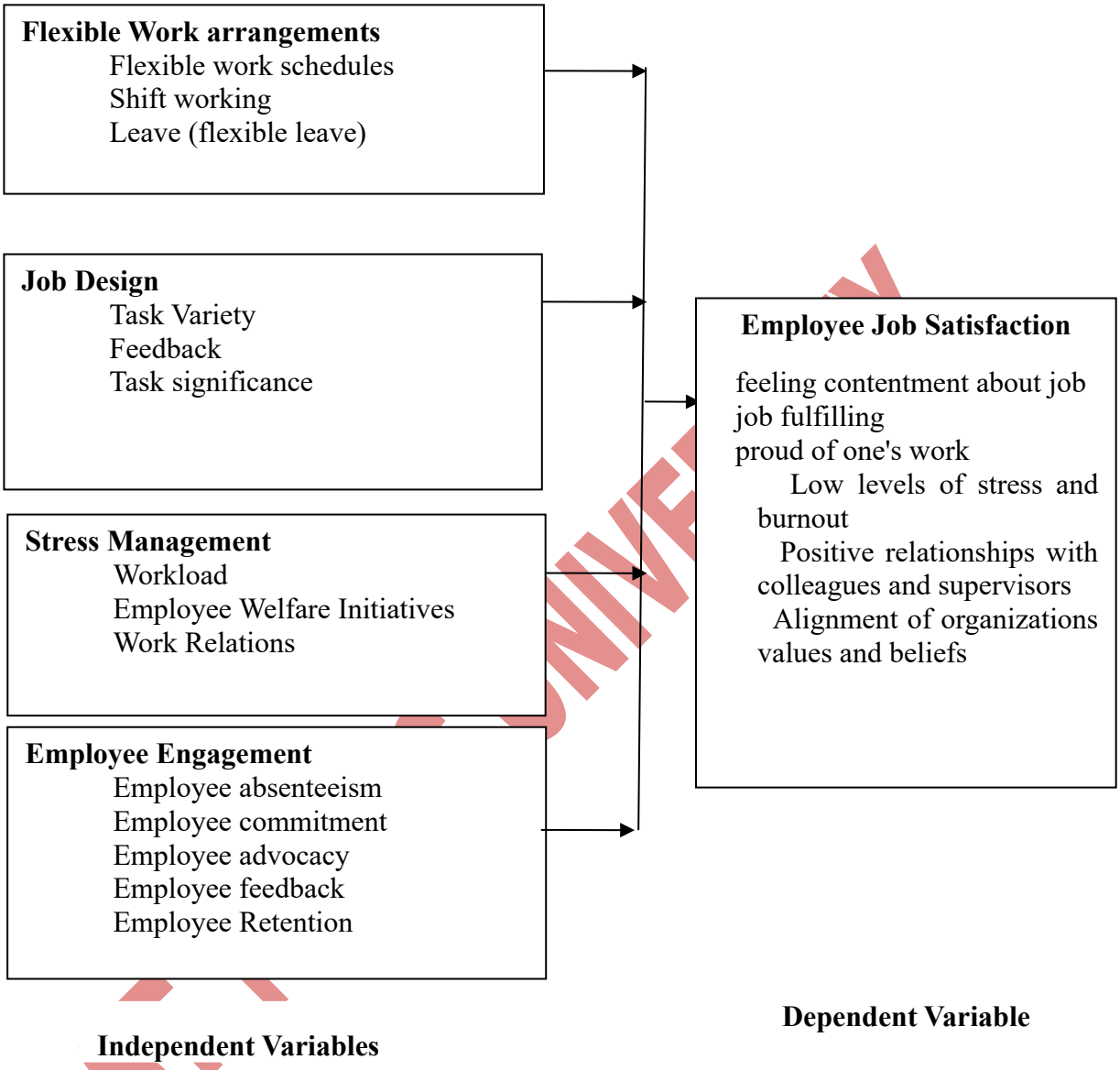


Figure 2.1: Effect of quality of work life practices on employee satisfaction
(Source; Researcher, 2022)

Job satisfaction, the dependent variable in the conceptual framework above, is dependent on flexible work arrangements, job design, stress management, and employee involvement. Employee satisfaction, which is defined as a sense of fulfillment in one's work, pride in one's work, high levels of motivation and engagement, low levels of stress and burnout, and a strong commitment to the organization with a sense of belonging to the corporate team, was used to measure overall job satisfaction. Additionally, it will be demonstrated through

favorable interactions with coworkers and superiors as well as adherence to the principles and values of the firm.

The first independent variable in the analysis was flexible work arrangements. They represent an alternative to the traditional workday that companies offer. The timing and length of workdays as well as the place of employment are more variable. Examples include teleworking, compressed scheduling, leave, job sharing, and part-time employment. The choice to employ such flexible arrangements as a satisfaction factor is primarily motivated by empirical data showing that such arrangements serve as a satisfaction factor in addition to motivating people to act in certain ways Chandani, Mehta, Mall and Khokhar (2016). Employee thoughts and perspectives of the company's flexible scheduling policies, shift work policies, and leave policies were gathered through the study's items.

The second variable in the study is work-design. Establishing the duties and obligations of employees, as well as the procedures and standards they should follow, adhere to when carrying out their obligations with the aim of coordinating and optimizing work processes to create value and maximize performance (Baljoon, Banjar, & Banakhar, 2018). The operationalization of work design included task variety, feedback, and task importance. Stress management was the third independent variable in the study. Employers frequently utilize stress management as a motivational tool for their cherished staff. It entails measures to support the psychological well-being of employees. These methods encourage employee enthusiasm and intention to remain with a company. Using three indicators workload, employee welfare programs, and work relations stress management will be evaluated.

The fourth independent variable in the study was employee engagement. Employee engagement is a term used to express how enthused and committed people are to their jobs, their coworkers, and their employers. Workplace engagement and job happiness are intricately related and dependent on one another. In general, higher levels of employee engagement and job satisfaction ought to be associated, and vice versa. When workers are engaged in their work and feel that it has meaning for them, they are more likely to be content with their jobs. They are also more likely to have positive connections with their coworkers and managers, which can further increase their job satisfaction (Baljoon, Banjar, & Banakhar, 2018).

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2.4. Summary of Studies Reviewed

The summary of studies reviewed is as per below.

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Table 3:1 A Summary of Study Review

Objectives	What article Covers	Variables	Where the study was done Applicable in Kenya or not	Research Design	Data analysis	Findings and recommendation	Issues not covered (attended to in this study
Kangogo & Wanambiro, (2019). Influence of Flexible Working Schedules on Organizational Commitment of Employees In Hospitals in Nakuru Town, Kenya. *International Journal of Recent Research in Social Sciences and Humanities*, *6*(2), 62–76.							
Examined the influence of flexible working schedules on organizational commitment of employees in the department of health services in Nakuru, Kenya	Flexible work arrangements (FWAs)	Flexible working schedules and employee's commitment	In Nakuru, health department	descriptive research design	Descriptive and inferential statisics	QWL practices designed by organizations to promote work life balance by reducing work family conflicts	employees in a water service company and in Nyahururu town
Davidescu, A. A., Apostu, S., & Paul, A. (2020). Work Flexibility , Job Satisfaction , and Job Performance among Romanian Employees: Implications for Sustainable Human Resource Management. *Sustainability*, *25*(4), 421–459.							
Influence of Flexible Working Schedules	investigated the link between employee development	employee development and worktime and	Romania, a communication issues, thus presenting a contextual gap	multiple correspondence analysis	Descriptive and inferential statistic	flexibility composite indicator in increasing the level of job satisfaction in employees.	this study focused on flexible working arrangements in Kenya, within a specific public body,

	and worktime and workspace flexibility	workspace flexibility			s		the NWSC
Lucille, G. (2017). *Flexible work arrangements , job satisfaction and performance within Eskom Shared Services*. University of Kwazulu Natal.							
Flexible work arrangements	Flexible work arrangements can decrease these time management problems whilst increasing job satisfaction and performance.	Flexible work arrangements, time management problems, job satisfaction and performance.	South Africa	Descriptive survey	Mixed methodologies	FWAs enriches work life balance which increases job satisfaction and performance	Focused on a water service provider company in Kenya
Aziz-ur-rehman, M., & Siddiqui, D. (2020). Relationship Between Flexible Working Arrangements and Job Satisfaction Mediated by Work-Life Balance : Evidence From Public Sector Universities ' Employees of Pakistan. *International Journal of Human Resource Studies*, *10*(1), 104–127							
Flexible working arrangements, work-life balance and job	Investigated the relationship between flexible	flexible working arrangements, work-life	Pakistan, in the universities	Descriptive survey	Descriptive statistics and inferent	work-life balance is a strong mediator between flexible arrangements and job satisfaction.	Focused on FWAs as a factor of QWL and its direct relationship to job satisfaction

satisfaction	working arrangements, work-life balance and job satisfaction	balance and job satisfaction			ial statistics		
Ali, N., & Zia-ur-Rehman, M. (2014). Impact of Job Design on Employee Performance, Mediating Role of Job Satisfaction: A Study of FMCG's Sector in Pakistan. *International Journal of Business and Management, 9*(2). doi:10.5539/ijbm.v9n2p70							
job design and job satisfaction	effect of job design on employee performance while the mediation effects job satisfaction	job design, employee performance, job satisfaction	Pakistan in Fast Moving Consumer Goods sector	Descriptive survey	Quantitative methods	job design has sufficient role in employee satisfaction and retention in the FMCG industry	this study focused on employees in a water service provider
Ngirande, H., & Musara, M. (2014). Career Management Practices: Impact of Work Design on Employee Retention. *Mediterranean Journal of Social Sciences, 5*, 21-31. doi:10.5901/mjss.2014.v5n4p21							
investigated the impact of Work design on employee retention	investigated the impact of Work design on employee retention	Work design and employee retention	In South Africa	Descriptive survey	descriptive and inferential statistics	there is a strong correlation between job design and employee retention (thus a job satisfaction	this study focused on direct relationship of work design on job satisfaction
Chou, L.-F., Chu, C.-C., Yeh, H.-C., & Chen, J. (2014). Work Stress and Employee Well-Being:The Critical Role of Zhong-Yong. *Asian Journal of Social Psychology*(17). doi:10.1111/ajsp.12055							

Employee engagement and employee well-being	Explores the relationship between work stress, employee well-being	Work Stress and Employee Well-Being	Taiwan	Descriptive survey	Descriptive statistics	hindrance-related stress is destructive to employee well-being; (2) challenge-related stress is positively associated with emotional exhaustion but has no significant relation with job satisfaction;	This study focused on Employee engagement and job satisfaction in Kenya
Işık, E. (2007). A Research Between Mobbing Treatment and Job Stress Relationship in Workplace. Master Thesis, Yıldız Teknik University, Institute of Social Sciences, İstanbul							
Stress management and job satisfaction	Examined the role of Mobbing Treatment on Job Stress Relationship	Individual employee stress and and job satisfaction	Pakistan	Descriptive survey	Descriptive statistics	Excessive responsibility and risky jobs, high workload, monotonous, and unsatisfying work are the sources of organizational stress related to the nature of the work (This current study will not focus on the causes of stress, but rather how it affects job	This current study will not focus on the causes of stress, but rather how it affects job satisfaction for the employees at NYAHUWASCO.
Jackson, L. T., & Fransman, E. I. (2018). Flexi work, Financial Well-Being, Work–Life Balance and Their Effects on Subjective							

Experiences of Productivity and Job Satisfaction of Females in An Institution of Higher Learning. *South African Journal of Economic and Management Sciences, 21*(1).							
work–life balance and job satisfaction	Examined how Flexi work, Financial Well-Being, Work–Life Balance and Their Effects on Subjective Experiences of Productivity and Job Satisfaction	Flexi work, Financial Well-Being, Work–Life Balance job satisfaction	Among women in North West province of South Africa at an higher educational institution	Descriptive survey		work–life balance play an important role in job satisfaction in South Africa	The current study focused on water service provider in Kenya and into how QWL affects job satisfaction to both men and women thus filling a contextual and conceptual gap.

2.5 Research Gaps

Most of the studies have identified employee turnover resulting from job dissatisfaction as a significant issue in today's workplace. This problem has been documented in research by Muasya (2016) and Wambui et al. (2017). The International Labour Organization (ILO) has also assessed Kenya's quality of work life and found it to be of poor quality, with the country's long work hours being a major contributing factor, as noted in their 2017 report. The ILO has expressed concerns about how this trend may impact job performance. Despite many studies on the quality of work life in Kenya conducted by researchers such as Aloys and Henry (2013); Chimoi (2012); Ng'anga (2017) and Mbui (2017), the relationship between quality of work life and job satisfaction remains insufficiently explored. This knowledge gap is partly because most of the research has focused on the financial industry, particularly banking and insurance sectors. Unfortunately, the specific needs of other industries, such as the water service providing sector, which also grapples with employee dissatisfaction and turnover issues, have been overlooked (Njenga, 2021).

This oversight is particularly notable at NYAHUWASCO, where despite the potential benefits such research could bring to the organization's human resources operations, no such studies have been conducted. Consequently, there is a need for more comprehensive research on the quality of work life and its impact on job satisfaction and turnover, especially in industries beyond the financial sector, to address these pressing workplace challenges effectively.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The numerous tactics employed to carry out the study are highlighted in this chapter to investigate the research objectives. It outlines the study population, sampling strategy, data collection process, and study design that was used. It also explains how the validity and trustworthiness of the research was determined. The chapter also outlines the ethical guidelines that were observed throughout the research period, as well as how data was analyzed and presented.

3.2 Research Design

This study used a descriptive research design. A descriptive survey design helps portray study subjects' characteristics as they are, were, or will be in order to learn new information (Cauvery, Nayak, Girija, & Meenakshi, 2003). It is typically defined by the systematic collecting of data from research participants within a certain population using data collection instruments like questionnaires and interviews. The design was appropriate for this study since it suggests appropriate data gathering procedures considering the study variables. Furthermore, because it is used in situations where the research calls for a description of a phenomenon without any manipulation, the descriptive design offered the chance to learn more details about the study variables (Kothari, 2012). As a result, the design ensured bias protection and increased reliability.

3.3 Population of the Study

Any subjects from whose conclusions are to be drawn are considered members of a study population (Mkutano & Sang, 2018). The 156 NYAHUWASCO personnel made up the study's target population (NWSC HR Policy Report, 2019). The distribution of the study's target population is shown in Table 3.1.

Table 3:2 Study Target Population Distribution

S/N	Department/Stratum	Population
1.	Administration	30
2.	Technical	57
3.	Commercial	36
4.	Finance	33
Total		**156**

Source: (Research Data 2023)

3.4 Sample and Sampling Technique

A population sample is a subset of the larger, more objective population that has been formally chosen to be surveyed and from which inferences have been drawn (Oso & Onen, 2009). To choose study participants from the study population, a proportionate stratified simple random selection approach was used.

Using the given a specified population size and a desired value for, Yamane (1967) equation formula can be used to determine the ideal sample size for an error margin, the study's sample size will be determined. The equation is written as follows.

$$n = \frac{N}{1+N\,(e)^2}$$ ..... *Equation 1*

Where,

n = sample size; N = Population size and e = Margin of error

Applying above formula, the study sample size will be 61 employees derived as follows: Population size (N) = 156; Margin of error (e) = 10% (0.1)

$$n = \frac{156}{1+156\,(0.01)^2} = n = \frac{156}{2.56}$$

n = 60.9 rounded off to 61 employees.

The formula Sample Size/Population Size) x Stratum Size was used to determine the proportionate stratified random sample for each stratum. The sample size for each stratum as determined by the aforementioned formula is shown in Table 3.2.

Table 3:3 Study Sample Size Distribution Table

S/N	Department/Stratum	Population	Stratum Sample Size
1.	Administration	30	12
2.	Technical	57	22
3.	Commercial	36	14
4.	Finance	33	13
Total		**156**	**61**

Source: (Research Data, 2023)

3.5 Data Collection

3.5.1 Instrumentation

Data collection made use of questionnaires. They were broken into sections, with the first component looking to gather some basic demographic data from respondents. On the basis of the study variables, the remaining portions of the questionnaire were segmented. Both quantitative and qualitative data were gathered through the questionnaire. The quantitative items used a Likert scale to gather initial information from responders, which was then entered into a computer program for statistical analysis. With open-ended questions that encourage text responses from the respondents, qualitative research data was collected too.

3.5.2 Data Collection Procedure

The researcher distributed questionnaires to the chosen individuals in the sample population. This was accomplished using a drop-and-pick-later technique designed to

lessen the likelihood that the respondents' regular duty operations may be impeded. Each respondent was given time to complete the questions after they are distributed before the results are collected. In order to improve the respondent's comprehension of the study and its content and collect the necessary data, questionnaires clarified the study's objectives.

3.6 Validity and Reliability

A research tool's reliability is determined by how consistently it generates results after numerous trials (Cooper & Schinder, 2007). The purpose of reliability testing is to adjust any item that is deemed to be insufficient by helping to assess the things or queries for the research are pertinent and clear. A pilot study is used to achieve reliability metrics. In the planned study, the validity of the data was examined in a pilot study that administered ten questionnaires to ten Nanyuki Water and Sewerage Company personnel chosen at random.

The reliability of the research items was evaluated using the Cronbach alpha coefficient. The reliability coefficient known as Cronbach's alpha gauges how closely study items are correlated. The consistency dependability of a research tool increases when Cronbach's reliability coefficient approaches 1. A Cronbach's alpha coefficient of 0.7 and above is considered good, whereas one of 0.5 and lower indicates that the reliability is subpar and undesirable (Kothari, 2009). In order to determine Cronbach's alpha, the Statistical Package for Social Sciences (SPSS) was utilized.

On the other side, the degree to which the outcomes of data analysis reflect the real phenomenon being studied is known as validity (Oso & Onen, 2016). In other words, depending on the findings of research, validity is the extent to which a test captures the intended outcome. As a result, validity assessments are intended to evaluate research instruments as well as other protocols, such as the techniques used to select samples for the study and the methodologies for data analysis. Doing a pilot survey is another way to obtain validity, just like it is for reliability. Responses from ten participants in the pilot study (in Nanyuki) were discussed in order to validate the questionnaire. Their opinions

were then assessed and added to the research tool to increase its validity. In addition, the researcher worked closely with the designated University supervisor to develop the research questionnaire. This made it easier to make the adjustments required to improve authenticity.

3.7 Data Analysis and Presentation

Inferential statistics was used to make conclusions about the study population using the data obtained, whereas descriptive statistics were used to calculate frequencies and percentages. The relationship between the study variables was established using inferential statistical methods including chi-square test, regression analysis and the Pearson correlation coefficient in which the subsequent multiple regression model was employed.

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon,$$

Where,

Y: Employee Satisfaction, X1 = Flexible work arrangements, X2 = work design, X3= stress management X4= employee engagement, β1 - β4 = Beta coefficients and ε is the error.

The statistical activities for this study were carried out utilizing the statistical package for social sciences (SPSS), and the frequency distribution of each variable will be established. Figures, graphs, and tables were used to present the results of the analysis.

3.8 Ethical Considerations

The researcher considered all ethical research aspects. Before beginning the study, approval was first requested from all pertinent entities in this case the St. Paul's University, National Commission for Science, Technology and Innovation (NACOSTI) and NYAHUWASCO administration. In order to maintain anonymity, the study pledge to maintain the confidentiality of the data gathered from each and every responder. This encouraged participants to give accurate information. In addition, the researcher agreed

to make sure that all study results are carefully reviewed, information is given and debated, and the research data's accuracy is not jeopardized.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The presented data here below includes responses from 58 employees of NWSC who participated in the study survey. The survey aimed to gather information about the employees' demographics, (education level, job title, job level, and tenure), flexible work arrangements, job design, and stress management and employee engagement on employee's job satisfaction. The survey provided insights into the workforce and informed decision-making regarding the company's human resource policies and practices.

4.1.1 Response

A response rate for this study was carried out to increase data analysis confidence (Fincham, 2008). %. Out of the 61 targeted respondents 58 responded giving a response rate of 95.1%. According to (Best & Khan, 2006) 50% is regarded as a sufficient response rate, 60% as good, and 70% or more as very good. In light of this, the response rate was deemed to be extremely good and to have surpassed the Best and Khan-posited criterion. Based on this, the researcher continued to analyze the data that is shown in the sections below.

4.2 Background Information

This section shows demographic data from the questionnaire. This data helped the researchers to understand the target audience, analyze survey responses and make data-driven decisions that can lead to more effective strategies and policies. The information provided in this data can be used to gain insights into the composition of the company's workforce and help to inform human resource policies and practices to improve employees' job satisfaction. The results are presented in Table 4:1. As per Table 4:1, 38 were male and 20 were female. This translates to 65.5% male and 34.5% female. The survey thus reveals a gender bias towards males, as the number of males was significantly higher than that of female participants that the majority of the respondents

were male and aged between 26-45 years old (84.5%). The majority of participants were in their 30s and 40s. This implies a youthful workforce or those who are in the mid-life. These are individuals who are not anywhere near retirement and are bearing personal responsibilities that would be favored by a good work-life balance. On education highest education levels, only 4 participants had a bachelor's degree, while 12 had a diploma, 38 had a certificate level education, and 4 had secondary school education. The percentages of participants in these categories were 6.9%, 65.5%, 20.7%, and 6.9%, respectively. This shows that most of the participants had certificate level education, followed by those with diploma education. The data implies that the workforce is adequately prepared for the tasks they do. However, inability to strike a good work-life balance at work place could have an influence on their performance. Furthermore, 48 were in technical roles, 6 were in administrative roles, and 4 were in commercial roles. This translates to 82.8%, 10.3%, and 6.9%, respectively. The study revealed that the majority of participants held technical positions. It further implies that lack of quality work-life balance could have more impact in technical areas of the company than other areas since that is where there are more people. Participants' job levels were categorized into three groups: senior level, middle level, and junior/entry level. 6 participants held senior-level positions, 18 held middle-level positions, and 34 held junior/entry-level positions. The percentages of participants in these categories were 10.3%, 31.0%, and 58.6%, respectively. This suggests that most of the participants held junior-level positions, and thus the effect of quality work-life balance could implicate junior-level positions most since they are most in number. Table 4:1 reveals that the participants' length of service in the company was categorized into three groups: less than 3 years, 3-6 years, and 7-9 years. 10 participants had served for less than 3 years, 31 had served for 3-6 years, and 17 had served for 7-9 years. The percentages of participants in these categories were 17.2%, 53.4%, and 29.3%, respectively. This means that majority of participants had served the company for 3-6 years, and thus relatively fresh. Arguably therefore adopting quality work-life balance as a culture could serve the company for long since these individuals are likely to serve the company longest.

Table 4.4 General Demographic Data

Parameter	Response	Frequencies	Percentage (%)
Respondents Gender	Male	38	65.5%
	Female	20	34.5
Respondents Age	25 Years or below	9	15.5
	25 – 35 years	24	41.4
	36 – 41 years	25	43.1
Respondent Highest level of Education	Secondary School	4	6.9
	Certificate Level	38	65.5
	Diploma	12	20.7
	Bachelors	4	6.9
Respondents Job Title	Administration	6	10.3
	Technical	48	82.8%
	Commercial	4	6.9
Respondents Level of Job	Senior Level	6	10.3%
	Middle level	18	31.0%
	Junior / Entry level	34	58.6%
Respondents Length of Service	Under 3 years	10	17.2
	3 – 6 years	31	53.4
	7 – 9 years	17	29.3

Source: (Research Data, 2023)

4.4 Descriptive Analysis

Descriptive analysis of obtained data was done and presented here below.

4.4.1 Flexible Work Arrangements

The first study objective aimed at determining the influence of flexible work arrangements on employee job satisfaction in NYAHUWASCO in Kenya. Results of data analysis are presented in Table 4.2 shows that the responses regarding satisfaction with flexible work arrangements are distributed across different levels.

Study results showed that a significant percentage of respondents reported being satisfied with flexible work arrangements. Specifically, 37.9% of respondents reported being satisfied, and an additional 15.5% reported being very satisfied. On the other hand, a notable percentage of respondents expressed dissatisfaction with flexible work arrangements. Approximately 24.1% of respondents reported being dissatisfied, and 10.3% reported being very dissatisfied. A smaller percentage of respondents were neutral (10.3%) regarding their satisfaction with flexible work arrangements. This data suggests that while there is a portion of respondents who are satisfied with flexible work arrangements, there are also a substantial number of individuals who express dissatisfaction. This indicates that there may be challenges or issues associated with implementing or managing flexible work arrangements within the organization. Overall, the data highlighted the importance of effectively implementing and managing flexible work arrangements to meet the needs and expectations of employees (Rehman, Aziz, & Siddiqui, 2019). NWSC should regularly assess and address any concerns or challenges associated with flexible work arrangements to promote employee satisfaction, engagement, and productivity.

On the significance of the broader scheme of things, data revealed that a significant percentage of respondents were undecided (37.9%) about the significance of the broader scheme of things. A similar percentage of respondents agreed (37.9%) with the statement, indicating that they believe in the significance of considering the larger context or perspective. On the other hand, a smaller percentage of respondents disagreed

(20.7%) with the statement, suggesting that they do not view the broader scheme of things as significant. Only one respondent strongly agreed (1.7%) with the statement, and no respondents strongly disagreed. The data suggests that there is a lack of consensus among the respondents regarding the importance of considering the broader scheme of things. This could indicate that individuals have different perspectives or levels of awareness about the larger context in which their actions or decisions are situated. Overall, the data highlights the need for promoting a sense of perspective and context among individuals. Encouraging awareness and understanding of the broader implications and consequences of actions can help individuals make informed decisions and contribute to the overall goals and objectives of their work or organization (Akdere & Egan, 2020).

Study obtained responses on the possibility of working in shifts when the situation demands so. Data revealed that a majority of the respondents (43.1%) agreed that there is a possibility of working in shifts when their situation demands it. A significant percentage of respondents were undecided (39.7%) about the possibility, while a smaller percentage disagreed (15.5%) with the statement. Only one respondent strongly disagreed (1.7%) with the possibility. The data suggests that a significant number of respondents believe that there is flexibility in working in shifts when their personal or situational needs require it. This could indicate that the respondents perceive a level of understanding and accommodation from their employer or workplace regarding scheduling arrangements. However, it is important to note that a considerable number of respondents were undecided about the possibility of working in shifts when needed. This could indicate a lack of clarity or information regarding the organization's policies or flexibility in scheduling. Overall, the data highlights the importance of providing employees with the flexibility to work in shifts when their situation demands it. Employers should consider implementing policies and practices that allow for scheduling adjustments to accommodate individual needs, where feasible. This can contribute to employee satisfaction, work-life balance, and overall productivity.

Respondents were asked on flexibility on leave that helps them when they need it. According to the Table 4.2, a majority of the respondents (56.9%) agreed that there is flexibility on leave that helps them when they need it. A significant percentage of respondents were undecided (41.4%) about the flexibility, while only one respondent disagreed (1.7%) with the statement. No respondents strongly disagreed. The data suggests that a significant number of respondents perceive that there is flexibility in taking leave when they need it, indicating that the organization or employer offers supportive policies or practices regarding leave arrangements. However, it is important to note that a considerable number of respondents were undecided about the flexibility of leave. This could suggest a lack of clarity or information regarding the leave policies or a need for further communication and transparency from the organization. Overall, the data highlights the importance of offering flexibility in leave arrangements to support employees when they need time off. Employers should consider implementing leave policies that allow for personal and emergency leave, parental leave, vacation, and other types of leave that can help employees maintain a healthy work-life balance. This can contribute to employee satisfaction, well-being, and overall productivity (Msuya & Kumar, 2022).

The study obtained data on meaningfulness of welfare and that of other people. Study revealed that a significant percentage of respondents were undecided (37.9%) about the meaningfulness of welfare for oneself and others. Similarly, 37.9% of respondents agreed with the statement, indicating that they believe in the significance of welfare. On the other hand, a smaller percentage of respondents disagreed (22.4%) with the statement, suggesting that they do not view welfare as meaningful for themselves and others. Only one respondent strongly agreed (1.7%) with the statement, and no respondents strongly disagreed. The findings suggest that there is no clear consensus among the respondents regarding the meaningfulness of welfare for oneself and others. This could indicate that individuals have different perspectives or levels of awareness about the importance of promoting well-being and caring for others. Overall, the data highlights the need for promoting a sense of empathy, compassion, and care for oneself and others. Encouraging a focus on well-being and welfare can contribute to a positive

and supportive work environment and enhance the overall satisfaction and engagement of individuals.

Data on effectiveness of employees' job performance on other people in the organization such as managers and coworkers was captured. It showed that a majority of respondents (70.7%) were undecided about the effectiveness of their job performance on others. This indicates a lack of clarity or uncertainty about the impact of their work on colleagues and managers. A smaller percentage of respondents agreed (10.3%) with the statement, indicating that they believe their job performance has a positive effect on others in the organization. Similarly, 15.5% of respondents disagreed with the statement, suggesting that they do not perceive their job performance to have a significant impact on others. There were also a few respondents who strongly disagreed (3.4%) with the statement, indicating that they believe their job performance has a negative or negligible effect on others. The data suggests a lack of consensus among the respondents regarding the perceived effectiveness of their job performance on others in the organization. This could be due to various factors such as a lack of feedback, limited understanding of the interdependence of roles, or a lack of visibility into the broader impact of their work. Overall, the data highlights the importance of providing feedback, fostering communication, and promoting a sense of accountability and collaboration within the organization. By encouraging individuals to understand and recognize the impact of their job performance on others, organizations can promote a more cohesive and effective work environment.

Responses were obtained regarding information/feedback about their job performance from manager/supervisor and coworkers. According to the data, a significant percentage of respondents (44.8%) disagreed with the statement, indicating that they do not feel they receive sufficient information or feedback about their job performance from their managers/supervisors and coworkers. (Akhtar, Karatepe, Syed, & Husnain, 2022) Additionally, 10.3% of respondents strongly disagreed with the statement. A smaller percentage of respondents agreed (20.7%) that they receive information and feedback about their job performance, and 24.1% were undecided. The data suggests that a

considerable number of respondents perceive a lack of feedback and communication regarding their job performance from their managers/supervisors and coworkers. This could indicate a need for clearer and more regular channels of communication and feedback within the organization. Overall, the data highlights the importance of establishing effective feedback mechanisms and promoting a culture of open communication within the organization. Regular feedback and information about job performance can help employees understand expectations, identify areas for improvement, and enhance overall performance and job satisfaction.

Study obtained data on whether activities were included in additional tasks rather than in their area of specialization/qualification. It revealed that a significant percentage of respondents (41.4%) were undecided about whether they are assigned additional tasks outside of their area of specialization/qualification. This suggests that there is ambiguity or uncertainty among respondents regarding the inclusion of such tasks. A smaller percentage of respondents agreed (20.7%) that they are assigned additional tasks outside of their specialization/qualification, and 8.6% strongly agreed with the statement. On the other hand, 27.6% of respondents disagreed with the statement, indicating that they do not have additional tasks outside their specialization/qualification. Only 1.7% of respondents strongly disagreed. The data suggests a lack of consensus among the respondents regarding the inclusion of additional tasks outside of their area of specialization/qualification. This could indicate variations in job responsibilities, work structure, or management practices within the organization. The data highlights the importance of ensuring that individuals are assigned tasks that align with their expertise and qualifications. By matching tasks with employees' areas of specialization, organizations can enhance productivity, job satisfaction, and overall effectiveness (Chakraborty & Biswas, 2019).

Respondents were asked whether they were assigned simple and non-complicated tasks. Findings reveal that 32.8% of respondents agreed that they are assigned simple and non-complicated tasks, while an equal percentage disagreed with the statement. Additionally, 34.5% of respondents were undecided about the simplicity of tasks. The data indicates

that there is no clear consensus among the respondents regarding the complexity of tasks assigned to them. This could indicate variations in job responsibilities, the nature of work, or individual perceptions of task complexity. Overall, the data highlights the importance of understanding employees' competency levels and providing them with tasks that are suitable for their expertise. By aligning task complexity with individuals' capabilities, organizations can promote efficiency, productivity, and job satisfaction.

Table 4.5 Flexible Work Arrangements

Parameter	Response	Frequencies	Percentage (%)
Satisfaction on flexible work arrangements	Very Satisfied	9	15.5
	Satisfied	23	37.9
	Neutral	6	10.3
	Dissatisfied	14	24.1
	Very Dissatisfied	6	10.3
Significance of the broader scheme of things	Strongly Agree	1	1.7
	Agree	22	37.9
	Undecided	23	37.9
	Disagree	12	20.7
	Strongly Disagree		
Possibility of working in shifts when my situation demands so	Strongly Agree		
	Agree	25	43.1
	Undecided	23	39.7
	Disagree	9	15.5
	Strongly Disagree	1	1.7
Flexibility on leave that helps me when I need it	Strongly Agree		
	Agree	33	56.9
	Undecided	24	41.4
	Disagree	1	1.7
	Strongly Disagree		
Meaningful of welfare and that of other people	Strongly Agree	1	1.7

	Agree	22	37.9
	Undecided	22	37.9
	Disagree	13	22.4
	Strongly Disagree		
Effectiveness of my job performance on other people in the organization, such as managers and coworkers.	Strongly Agree		
	Agree	6	10.3
	Undecided	41	70.7
	Disagree	9	15.5
	Strongly Disagree	2	3.4
Information/feedback about my job performance from my manager/supervisor and coworkers.	Strongly Agree		
	Agree	12	20.7
	Undecided	14	24.1
	Disagree	26	44.8
	Strongly Disagree	6	10.3
Activities included in additional tasks rather than my area of specialization/Qualification	Strongly Agree	5	8.6
	Agree	12	20.7
	Undecided	24	41.4
	Disagree	16	27.6
	Strongly Disagree	1	1.7
Simple and non-complicated tasks	Strongly Agree		
	Agree	19	32.8
	Undecided	20	34.5
	Disagree	19	32.8
	Strongly Disagree		

Source: (Research Data, 2023)

4.4.2 Job Design

The second study objective aimed at establishing the influence of job design on employee job satisfaction in NYAHUWASCO. Obtained data was analyzed and presented in Table 4.4.

According to the table 4:3, a significant percentage of respondents (36.2%) expressed dissatisfaction with the job design. Additionally, 32.8% of respondents were neutral about their satisfaction, indicating a lack of strong positive position; no respondents expressed being very dissatisfied with the job design. The analysis highlights that a mixed perception of job design satisfaction among the respondents, though most were not satisfied. This could be influenced by various factors such as the clarity of job roles and responsibilities, the level of autonomy and decision-making authority, workload distribution, and opportunities for growth and development at NWSC. Literature shows that organizations should strive to create job designs that align with employees' skills, provide meaningful and challenging tasks, and offer opportunities for growth and development (Chakraborty & Biswas, 2019). Regular feedback and open communication can also help address any concerns related to job design and improve overall job satisfaction.

On working with co-workers, data revealed that a significant percentage of respondents (46.6%) (though slightly less than average) disagreed with the statement, indicating that they do not have a positive experience working with their co-workers. Additionally, 32.8% of respondents agreed that they have a positive experience working with co-workers. A smaller percentage of respondents were undecided (20.7%) about their experience working with co-workers. No respondents strongly agreed or strongly disagreed with the statement. The research suggests that there is a lack of consensus among the respondents regarding their experience working with co-workers. This could be influenced by various factors such as communication and collaboration challenges, conflicts, or differences in work styles and preferences. Overall, the data highlights the importance of NWSC fostering a positive and collaborative work environment. This is because as per literature, this could promote effective communication, encourage teamwork, and provide opportunities for team-building activities and training to enhance working relationships among co-workers (Men & Yue, 2019).

On whether respondents get the respect they deserved from co-workers and managers, data revealed that a significant percentage of respondents (41.4%) disagreed with the

statement, indicating that they do not feel they receive the respect they deserve from their co-workers and manager. Additionally, 15.5% of respondents strongly disagreed with the statement, which cumulatively shows that 56.9% disagreed. A smaller percentage of respondents agreed (10.3%) that they receive the respect they deserve, and 32.8% were undecided about the level of respect received. The data suggests majority of respondents disagreed that they receive respect from their co-workers and manager. This could indicate variations in work dynamics, communication practices, or cultural norms within the organization. Overall, the data highlights the importance of promoting mutual respect and professionalism in the workplace. NWSC could emphasize the value of respect, encourage open and respectful communication, and address any issues related to respect and interpersonal dynamics. This corroborates a report that proffers that creating a positive and respectful work environment can enhance employee satisfaction, collaboration, and overall productivity (Moletsane, Tefera, & Migiro, 2019).

The study sought to establish whether the amount of work expected to be finished within each week by the respondents was reasonable. According to the table, it shows that the majority of respondents (69.0%) disagree with the statement that the amount of work expected to finish each week is reasonable. In contrast, only a small percentage of respondents (3.4%) both strongly agree and agree with the statement, indicating that they find the workload reasonable. Additionally, 24.1% of respondents are undecided about the reasonableness of the workload. The data suggests that a significant number of respondents perceive the amount of work expected to finish each week as unreasonable. This could indicate a potential issue with workload management, work distribution, or work-life balance within NWSC. Overall, the analysis highlights the importance of evaluating and managing workloads effectively. Organizations should consider workload distribution, prioritize tasks, and ensure that employees have a reasonable amount of work to complete each week. Striking a balance between productivity and employee well-being can contribute to higher job satisfaction and overall performance. (Abbasi, Yaghoobikia , Rafiee, Jolfaei, & Khosravi, 2020)

Respondents were asked whether they were overwhelmed with work and hardly cleared their daily list of to do tasks. Data showed that a significant percentage of respondents (48.3%) are undecided about whether they feel overwhelmed with work and have difficulty clearing their daily to-do tasks. Furthermore, 41.4% of respondents agreed that they feel overwhelmed with work and struggle to clear their daily task lists. A smaller percentage of respondents (10.3%) disagree with the statement. It can be observed that there are a substantial number of respondents who experience a sense of being overwhelmed with their workload and find it challenging to complete their daily tasks. This could be indicative of various factors such as high work volume, time constraints, unrealistic expectations, or ineffective task prioritization. Overall, the data highlights the importance of workload management and ensuring that employees have manageable workloads. NWSC could assess workload distribution, provide necessary support and resources, and encourage effective time management practices. Striking a balance between productivity and employee well-being is crucial for maintaining job satisfaction and preventing burnout (Bella, 2023).

The study sought to know whether the company provided satisfactory employee welfare programs. According to the table 4:2, majority of the respondents (74.1%) agree that the company provided satisfactory employee welfare programs. Additionally, 20.7% of the respondents strongly agreed with this statement. A small percentage of respondents were undecided (3.4%) about the satisfaction level of employee welfare programs, while only 1.7% strongly disagree with the statement. No respondents disagreed with the statement. The data thus indicates that the majority of respondents perceive the company's employee welfare programs as satisfactory. This suggests that the company is likely implementing initiatives and policies aimed at promoting employee well-being, such as healthcare benefits or employee assistance programs. The positive response to employee welfare programs is encouraging, as it suggests that the organization values the overall well-being and satisfaction of its employees. Overall, the data indicates that the company's efforts in providing satisfactory employee welfare programs are generally well-received by the employees. It is important for NWSC to continue prioritizing employee welfare and periodically assess the effectiveness of existing programs to

ensure they align with employees' needs and expectations (Tamunomiebi & Oyibo, 2020).

The study sought data on whether the company provided adequate health and safety measures. Study revealed that a majority of the respondents (58.6%) disagree with the statement that the company provided adequate health and safety measures. It also showed that 20.7% of respondents are undecided about the adequacy of health and safety measures, while only 17.2% agree with the statement. No respondents strongly agree or strongly disagree with the statement. The data suggests that a significant number of respondents who were more than average perceived the company's health and safety measures as inadequate. This could indicate potential concerns regarding workplace safety, adherence to regulations and standards, or the effectiveness of safety protocols and procedures. Overall, the data highlights the importance of prioritizing and continuously improving health and safety measures in the workplace at NWSC. Organizations should regularly assess and update safety protocols, provide necessary training and resources, and encourage a culture of safety among employees (Am, Affandi, Udobong, & Sarwani, 2020). Ensuring a safe and healthy work environment is essential for the well-being and satisfaction of employees.

Table 4:6 Analysis of Responses on Job Design

Parameter	Response	Frequencies	Percentage (%)
Satisfaction on Job Design	Very Satisfied	6	10.3
	Satisfied	12	20.7
	Neutral	19	32.8
	Dissatisfied	21	36.2
	Very Dissatisfied		
Working with co-workers	Strongly Agree		
	Agree	19	32.8
	Undecided	12	20.7
	Disagree	27	46.6
	Strongly Disagree		
The respect I deserve from my co-workers and manager	Strongly Agree		
	Agree	6	10.3
	Undecided	19	32.8

	Disagree	24	41.4
	Strongly Disagree	9	15.5
The amount of work expected to finish each week is reasonable	Strongly Agree	2	3.4
	Agree	2	3.4
	Undecided	14	24.1
	Disagree	40	69.0
	Strongly Disagree		
The Overwhelming with work and hardly do clear my daily list of to do tasks	Strongly Agree		
	Agree	24	41.4
	Undecided	28	48.3
	Disagree	6	10.3
	Strongly Disagree		
The company provides satisfactory employee welfare programs	Strongly Agree	12	20.7
	Agree	43	74.1
	Undecided	2	3.4
	Disagree	1	1.7
	Strongly Disagree		
The company provides adequate health and safety measures	Strongly Agree		
	Agree	10	17.2
	Undecided	12	20.7
	Disagree	34	58.6
	Strongly Disagree		

Source: (Research Data, 2023)

4.4.3 Employee Stress Management

The third objective of the study aimed at investigating the influence of stress management on employee job satisfaction in NYAHUWASCO. Data was analyzed and results presented in the Table 4:4.

According to Table 4:4, a majority of respondents (56.9%) perceive the employee stress management approaches as average. Additionally, 37.9% of respondents expressed dissatisfaction with the company's stress management approaches. A smaller percentage of respondents (3.4%) reported highly satisfactory experiences, while only 1.7%

reported highly dissatisfactory experiences. The data suggests that there is room for improvement in the company's employee stress management approaches, as a significant portion of respondents expressed dissatisfaction. This may indicate that the current approaches may not effectively address employee stress or may not adequately support employees in managing their stress levels. Overall, the data indicates that the company's current employee stress management approaches are perceived as average or dissatisfactory by a huge portion of respondents at NWSC. It is important for organizations to prioritize employee well-being and continually assess and refine stress management strategies to meet the needs of employees and create a supportive work environment (Singh, Pradhan, Panigrahy, & Jena, 2019).

Information was sought from respondents on freedom of decision concerning how to go about doing their work. Data showed that 29.3% of respondents agree that they have the decision-making freedom to go about doing their work. However, an almost equal percentage of respondents (27.6%) disagreed with this statement. Additionally, a significant portion of respondents (41.4%) are undecided about the level of decision-making autonomy they have in their work. The data suggests that there may be some inconsistency or lack of clarity regarding the extent of decision-making authority granted to employees. This can have implications for employee motivation, job satisfaction, and overall effectiveness in performing tasks. Overall, the data indicates that there is a need for clearer communication and guidance on decision-making autonomy within the organization. Empirical literature shows that providing employees with appropriate levels of autonomy can foster a sense of ownership and empowerment, which can positively impact job satisfaction and overall performance (Tingo & Mseti, 2022).

The study sought data how respondents decided on when to perform particular work activities. Data revealed that apparently the respondents have diverse opinions regarding their decision-making authority on when to perform particular work activities. A majority of the respondents (63.8%) disagree with the statement that they have the decision-making power on when to perform specific work activities. Conversely, 24.1% of the respondents agree with this statement, while 12.1% remain undecided. The data

suggests a limited flexibility or autonomy in determining the timing of work activities for a significant portion of the respondents. This lack of control over scheduling and prioritization could potentially impact job satisfaction, work-life balance, and productivity. Overall, the data highlights the need for NWSC to consider providing employees with more autonomy and flexibility in determining when to perform specific work activities. Empowering employees to manage their schedules can promote a sense of ownership, efficiency, and work-life balance, ultimately contributing to higher job satisfaction and performance outcomes (Tingo & Mseti, 2022)

Study sought data on whether respondents are able to control the sequencing of work activities. According to the table 4:3, a majority of respondents (65.5%) were undecided about their control over the sequencing of work activities. Additionally, 22.4% of respondents disagree with having control over the sequencing of work activities, while only 12.1% agree with this statement. The data suggests that there may be a lack of clarity or limited opportunities for employees to have control over the sequencing of their work activities. This can potentially impact workflow efficiency, productivity, and job satisfaction. Overall, the data indicates there is a need for NWSC to consider providing employees with greater control over the sequencing of their work activities. Empowering employees to decide how to prioritize and organize their tasks can enhance their sense of ownership, engagement, and overall performance (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

On whether the employees have the opportunity to have control scheduling of their activities, data showed that 41.4% of respondents disagreed with the statement and, 19.0% strongly disagreed with this statement, cumulatively giving a total of 60.4%. On the other hand, 24.1% of respondents agreed that they have such an opportunity, and 15.5% are undecided. The data suggests that a majority of respondents feel limited in their ability to control the scheduling of their activities. This lack of control can have implications for job satisfaction, work-life balance, and overall productivity. Overall, the data highlights the need for NWSC to assess and improve opportunities for employees to have control over their scheduling. Empowering employees to manage their own time

can contribute to their job satisfaction, well-being, and overall effectiveness in performing their tasks (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

On choosing when and how to carry out their tasks without having to consult, responses revealed that respondents had diverse opinions regarding their ability to choose when and how to carry out their tasks without having to consult others. The data revealed that 48.3% of respondents disagreed with the statement, indicating that they did not have the freedom to independently choose when and how to carry out their tasks. Additionally, 6.9% of respondents strongly disagreed, cumulatively meaning 55.2% disagreed with this statement. Conversely, 32.8% of respondents agreed that they have the autonomy to make such decisions, while 12.1% remain undecided. The data suggests limited opportunities for employees to independently determine the timing and approach to their tasks without the need for consultation or approval. This lack of autonomy can potentially impact employee motivation, decision-making efficiency, and overall job satisfaction. Overall, the data highlights the importance of empowering employees to make autonomous decisions regarding the timing and approach to their tasks. By providing greater freedom in task management, organizations can foster employee engagement, productivity, and job satisfaction (Coun, Peters, Blomme, & Schaveling, 2022).

The study obtained data on the freedom of deciding on the methods to use to complete respondents' work. Data revealed that 36.2% of respondents disagreed with the statement, indicating that they do not have the freedom to decide on the methods to use in completing their work. Similarly, 20.7% of respondents agreed with this statement and 43.1% were undecided. The data suggests that a significant portion of respondents feel limited in their ability to choose the methods they prefer to use in completing their work. This lack of autonomy can potentially impact job satisfaction, creativity, and productivity. Overall, the data indicates a need for NWSC to assess and enhance employees' decision-making authority when it comes to selecting the methods to use in completing their work. Empowering employees to utilize their preferred methods can

contribute to their job satisfaction, effectiveness, and overall performance (Tingo & Mseti, 2022).

Table 4:7 Employee Stress Management

Parameter	Response	Frequencies	Percentage
Satisfaction with employee stress management approaches of the company	Highly satisfactory	2	3.4
	Satisfactory		
	Average	33	56.9
	Dissatisfactory	22	37.9
	Highly Dissatisfactory	1	1.7
Decision on how to go about doing my work	Strongly Agree		
	Agree	17	29.3
	Undecided	24	41.4
	Disagree	16	27.6
	Strongly Disagree	1	1.7
Decision on when to perform	Strongly Agree		

	Agree	14	24.1
	Undecided	7	12.1
	Disagree	37	63.8
	Strongly Disagree		
Control over the sequencing of work activities	Strongly Agree		
	Agree	7	12.1
	Undecided	38	65.5
	Disagree	13	22.4
	Strongly Disagree		
The opportunity to have control the scheduling of my activities	Strongly Agree		
	Agree	14	24.1
	Undecided	9	15.5
	Disagree	24	41.4
	Strongly Disagree	11	19.0
Choosing when and how to carry out my tasks without having to consult	Strongly Agree		
	Agree	19	32.8
	Undecided	7	12.1
	Disagree	28	48.3
	Strongly Disagree	4	6.9
Decision on the methods to use to complete my work	Strongly Agree		
	Agree	12	20.7
	Undecided	25	43.1
	Disagree	21	36.2
	Strongly Disagree		

Source: (Research Data, 2023)

4.4.4 Employees Engagement

The fourth objective of the study aimed at examining the influence of employee engagement on employee job satisfaction in NWSC. The results of data analysis are presented in table 4:5. According to Table 4.4, majority of respondents have taken some time off during the past year. Specifically, 36.2% of respondents took between 5 to 10 days off, while 29.3% took between 11 to 15 days off. Additionally, 10.3% of respondents took 16 to 20 days off, and 6.9% took over 20 days off. Only 15.5% of respondents reported taking below 5 days off, and 1.7% indicated that they did not take any time off. These findings suggest that a significant portion of respondents have utilized additional time off beyond their official annual leave entitlement. This could be due to personal reasons, work-life balance considerations, or other factors. The data highlights the importance of considering and addressing employees' need for time off and work-life balance. It may be beneficial for organizations to have clear policies and

guidelines in place regarding time off and encourage employees to take regular breaks to maintain their well-being and productivity. Overall, the data emphasizes the significance of ensuring that employees have opportunities to take time off and recharge which is important for promoting a healthy work-life balance and contributing to their overall satisfaction and well-being (Pasamar, 2020).

The study sought to establish the reasons that made respondents be off duty. Based on the data, the reasons for being off duty were categorized into three main lessons: illness, personal reasons, and other factors. The most common reason for being off duty is illness, with 51.7% of respondents indicating that they took time off due to illness. This could include various health conditions, such as physical illnesses or mental health issues. The second most common reason for being off duty was personal reasons, with 37.9% of respondents reporting that they took time off for personal reasons. Personal reasons can vary widely and may include family events, emergencies, personal appointments, or other personal commitments. Additionally, 10.3% of respondents stated that they were off duty due to other factors. The nature of these factors is not specified in the data, but they could include reasons such as bereavement, professional development, or other miscellaneous circumstances. It is important to note that these categories are not mutually exclusive, and some respondents may have experienced a combination of reasons for being off duty. The data highlights the significance of providing employees with the flexibility and support they need to address various personal and health-related issues. NWSC can consider implementing policies and practices that accommodate employees' needs for time off, provide resources for managing illness, and promote a healthy work-life balance. Overall, the data agrees that is important to recognize and respond to employees' diverse needs and circumstances because this fosters a supportive work environment, and promote employee well-being (Shifrin & Michel, 2020).

The study sought to determine the reasons to be absent from the job. It revealed that there is a significant level of disagreement (41.4%) among the respondents regarding the reasons for being absent from the job. This suggests a lack of consensus or agreement on

the specific reasons for taking time off. Moreover, a considerable number of respondents (32.8%) expressed agreement, indicating that they have a clear understanding or awareness of the reasons for their absences. However, a portion of the respondents (12.1%) remained undecided, suggesting a need for further clarification or information on the topic. It is important to note that without additional context or specific response options, it is challenging to draw definitive conclusions about the reasons for absence from the job based on this data alone. A more comprehensive survey or qualitative research may be necessary to gather detailed information about the specific reasons why employees are absent from work. In the absence of further information, it is recommended that NWSC assess their existing policies and practices related to employee absences, including leave entitlements, reporting procedures, and communication channels. Additionally, fostering an open and transparent work culture where employees feel comfortable discussing their absences and reasons for time off can help address any potential concerns or misunderstandings (Men & Yue, 2019). Overall, the data suggests a need for further exploration and communication regarding the reasons for being absent from the job, ensuring clarity and understanding among employees and the NWSC

The study sought to determine whether employees see themselves working in NWSC in the next 12 months. Study showed that a majority of the respondents (63.8%) expressed agreement or a positive inclination towards working at NWSC in the next 12 months. This indicates a favorable perception or interest in being employed by the company. On the other hand, a smaller portion of respondents (17.2%) disagreed with the idea of working at NWSC in the next 12 months. This suggests a lack of interest or a negative perception regarding employment at the company. A notable portion of respondents (19.0%) remained undecided, indicating that they may require more information or clarification before forming a definite opinion about working at NWSC. It is important to consider that this data represents the opinions of the respondents at the time of the survey and may be influenced by various factors such as personal preferences, job prospects, and perceptions of the company's reputation. Further analysis and investigation are therefore necessary in order to understand the underlying reasons

behind these responses and to evaluate the potential implications for recruitment and employee satisfaction. However, it can be concluded that while a majority of respondents expressed agreement or interest in working at NWSC in the next 12 months, it is important for the organization to address the concerns of those who disagreed or remained undecided. This can be done through effective communication, transparent recruitment processes, and showcasing the company's positive aspects to attract and retain talented individuals (Men & Yue, 2019).

The study sought to determine whether respondents thought they are making meaningful and making positive impact at their work. It revealed that respondents have varying perceptions regarding the meaningfulness and positive impact of their work. A significant portion of respondents (48.3%) disagreed or strongly disagreed with the statement, indicating that they do not find their work meaningful or believe that it has a positive impact. On the other hand, 41.4% of respondents agreed or strongly agreed with the statement, indicating that they do find their work meaningful and believe that it has a positive impact. A smaller proportion of respondents (10.3%) remained undecided on the matter. These responses suggest a division of perspectives among the respondents, with some individuals perceiving their work as meaningful and impactful, while others do not share the same sentiment. It is important for NWSC to address the concerns raised by those who do not find their work meaningful or impactful. This can be done through initiatives that promote employee engagement, provide opportunities for growth and development, and foster a positive work environment. By addressing these factors, organizations can strive to enhance job satisfaction and overall employee well-being. In conclusion, while a significant proportion of respondents perceive their work as meaningful and making a positive impact, there is a notable portion that disagrees (Ali & Anwar, 2021). Understanding and addressing the underlying reasons behind these perceptions can contribute to improving employee satisfaction and engagement at NWSC.

The study sought data on whether NWSC services are competitive in the market. According to the Table above, it can be observed that respondents had varying opinions

regarding the competitiveness of NWSC services in the market. The majority of respondents (63.8%) remained undecided. This indicates a lack of clarity or consensus among the respondents regarding the competitiveness of the company's services. This position could be influenced by the model of the company which, in addition to being a publicly owned entity, does not have any other competitor in its area of operation. A smaller proportion of respondents (24.1%) agreed that NWSC services are competitive, indicating some level of confidence in the company's market position. On the other hand, a minority of respondents (12.1%) disagreed with the statement, suggesting that they do not perceive NWSC services as competitive in the market. It is important for NWSC to gather more information and feedback from customers and stakeholders to better understand their perception of the company's services. This could include conducting customer satisfaction surveys, market research, and competitor analysis to assess the company's competitive positioning and identify areas for improvement. Addressing any concerns or gaps identified by customers and stakeholders can help NWSC enhance the competitiveness of its services and strengthen perception of its consumers in its market position. In summary, this data highlights a need for NWSC to assess and evaluate its market competitiveness based on customer feedback and market research. This could enable the company to make informed decisions and take necessary actions a matter that has shown to improve company services and maintain a competitive edge in the market (Ndimitu, Mwangi & Iraya).

The study sought to establish whether NWSC's mission and values align with personal values of the respondents. Data revealed that respondents had diverse opinions regarding the alignment of NWSC's mission and values with their personal values. The majority of respondents (51.7%) remained undecided about the alignment of NWSC's mission and values with their personal values. This indicates a lack of clarity or a need for more information among the respondents to make a definitive judgment. A significant portion of respondents (31.0%) agreed that NWSC's mission and values align with their personal values, suggesting some level of resonance between the company's stated mission and values and their own beliefs and principles. However, a smaller proportion of respondents (17.2%) disagreed with the statement, indicating a perceived misalignment

between NWSC's mission and values and their personal values. To further explore this aspect, it would be beneficial for NWSC to engage with employees and stakeholders to gain a deeper understanding of their values and perceptions. Conducting surveys or focus groups, and fostering open dialogue can help identify areas of alignment or misalignment, and inform decision-making and strategic initiatives. Addressing any perceived misalignment and enhancing the communication of NWSC's mission and values can contribute to building a stronger organizational culture and fostering employee engagement and commitment. In summary the analysis highlights the need for NWSC to assess the level of alignment between its mission and values and the personal values of its employees and stakeholders. This can be achieved through open communication, feedback mechanisms, and efforts which have been shown to enhance organizational culture (Tuin, Schaufeli, & Broeck, 2021).

The study further sought to establish whether respondents received feedback and recognition from their manager. According to the table above, it shows that a majority of respondents (69.0%) disagreed with the statement that they receive feedback and recognition from their manager. This indicates a perceived lack of feedback and recognition in the workplace. A smaller proportion of respondents (22.4%) agreed that they receive feedback and recognition from their manager, suggesting that there are some individuals who feel acknowledged and appreciated for their work. A small percentage of respondents (8.6%) remained undecided, indicating that they may not have a clear perception of the feedback and recognition they receive from their manager. It is important for NWSC to prioritize regular feedback and recognition as it contributes to employee motivation, job satisfaction, and overall performance. The research suggests that there may be a need for NWSC to improve the feedback and recognition practices within the organization. To address this, NWSC could consider implementing structured feedback mechanisms such as performance reviews, regular check-ins, and recognition programs. Managers can be trained on providing constructive feedback and recognizing employees' contributions to create a culture of appreciation and continuous improvement. Open communication channels and transparent feedback processes can foster a supportive work environment and enhance employee engagement. It is crucial

for NWSC to acknowledge and address the concerns raised by employees regarding feedback and recognition, as it can have a positive impact on their overall job satisfaction and commitment to the organization. In summary, the analysis indicates a perceived lack of feedback and recognition from managers at NWSC. A study by Tiwari and Lenka (2020) shows that addressing this issue can contribute to improving employee satisfaction and motivation, ultimately leading to enhanced individual and organizational performance.

The study sought data on respondents' satisfaction with the communication and transparency within NWSC. According to the table 4.4, a majority of respondents (48.3%) disagreed with the statement that they are satisfied with the communication and transparency within NWSC. This indicates a perceived lack of effective communication and transparency within the organization. A significant portion of respondents (29.3%) agreed that they are satisfied with the communication and transparency, suggesting that there are individuals who feel that communication and transparency are adequately addressed in the company. A smaller proportion of respondents (19.0%) remained undecided, indicating that they may have mixed feelings or lack a clear perception of the communication and transparency within NWSC. Effective communication and transparency are essential in fostering trust, collaboration, and employee engagement within an organization. The data suggests that there may be room for improvement in these areas at NWSC. To address this, NWSC can consider implementing strategies to enhance communication and transparency. This may include regular communication channels such as team meetings, newsletters, and open forums where employees can share their ideas and concerns.

Additionally, providing transparency in decision-making processes and sharing relevant information can help employees feel more informed and engaged. Leadership and management teams should prioritize creating a culture of open communication, where employees' voices are heard and information flows freely. Transparent communication about company goals, strategies, and changes can foster a sense of involvement and alignment among employees. It is important for NWSC to address the concerns raised by

employees regarding communication and transparency. By actively working towards improving these areas, the organization can enhance employee satisfaction, engagement, and overall organizational performance. In summary, the data indicates a perceived lack of satisfaction with communication and transparency within NWSC. Addressing this issue can contribute to creating a more transparent and collaborative work environment, improving employee engagement, and fostering a positive organizational culture (Yue, Men & Ferguson, 2019).

Study obtained data on the extent to which Opinions and ideas are valued by NYAHUWASCO. Data revealed a mixed perception regarding whether opinions and ideas are valued by NWSC. The largest percentage of respondents (39.7%) remained undecided, indicating a lack of clarity or mixed feelings about the extent to which their opinions and ideas are valued. A significant proportion of respondents (31.0%) disagreed, suggesting that they feel their opinions and ideas are not valued by the company. On the other hand, 27.6% of respondents agreed that their opinions and ideas are valued, indicating a positive perception among a portion of the employees. A small percentage of respondents (1.7%) strongly agreed that their opinions and ideas are valued by NWSC. To address the mixed perception and improve the value placed on employees' opinions and ideas, NWSC can consider encouraging open and inclusive communication channels for employees to express their opinions and ideas, such as suggestion boxes, team meetings, or virtual forums.

Managers and leaders should actively listen to and consider employees' input. It should also encourage a culture of recognizing and appreciating employees' contributions, including their opinions and ideas. It should also involve employees in decision-making processes whenever possible especially in gathering diverse perspectives, in problem-solving and solution development. It should also provide training and development opportunities that empower employees to contribute their ideas effectively and ensure transparency in the decision-making process by communicating the rationale behind decisions to employees. By implementing these actions, NWSC can demonstrate a commitment to valuing and leveraging employees' opinions and ideas. This can

contribute to a more engaged and motivated workforce, improved innovation, and better decision-making within the organization. While there was a mixed perception regarding the value placed on opinions and ideas by NWSC, addressing this issue through open communication, recognition, and inclusive decision-making can help create an environment where employees feel valued and empowered to contribute their insights and suggestions (Akdere & Egan, 2020).

The study sought to determine whether there were opportunities for growth and development within the company. Findings reveal that there is a mixed perception regarding the opportunities for growth and development within NWSC. The largest percentage of respondents (50.0%) disagreed, indicating that they do not perceive sufficient opportunities for growth and development within the company. This suggests a potential area for improvement in terms of providing avenues for employees to enhance their skills and advance in their careers. A significant proportion of respondents (44.8%) remained undecided, suggesting a lack of clarity or mixed feelings about the available growth and development opportunities. This indicates a need for better communication and transparency regarding the company's initiatives and programs for employee growth.

A small percentage of respondents (3.4%) agreed, while an even smaller percentage (1.7%) strongly agreed that there are ample opportunities for growth and development within the company. This indicates that a minority of employees perceive the company as providing satisfactory avenues for their professional advancement. By implementing these actions, NWSC can demonstrate its commitment to employee growth and development, improve employee engagement and satisfaction, and attract and retain top talent. In summary, while there is a mixed perception regarding opportunities for growth and development within NWSC. Addressing this issue through career development programs, internal mobility, performance feedback, training resources, and transparent communication can create an environment that fosters professional growth and satisfaction among employees (Werdhiastutie, Suhariadi & Partiwi, 2020).

Table 4:8 Employees Engagement

Parameter	Response	Frequencies	Percentage
Have been off in the last one year without considering official annual leave	0	1	1.7
	Below 5 days	9	15.5
	5 - 10 days	21	36.2
	11 - 15 days	17	29.3
	16 - 20 days	6	10.3
	Over 20 days		
The reasons that made you be off duty	Illness	30	51.7
	Personal Reasons	22	37.9
	Other Factors	6	10.3
Reason to be absent from the job	Strongly Agree		
	Agree	19	32.8
	Undecided	7	12.1
	Disagree	8	13.8
	Strongly Disagree	24	41.4
Working in NYAHUWASCO in the next 12 months	Strongly Agree		
	Agree	37	63.8
	Undecided	11	19.0
	Disagree	10	17.2
	Strongly Disagree		
Meaningful and making positive impact at work	Strongly Agree		
	Agree	24	41.4
	Undecided	6	10.3
	Disagree	28	48.3
	Strongly Disagree		
NYAHUWASCO services are competitive in the market	Strongly Agree		
	Agree	14	24.1
	Undecided	37	63.8
	Disagree	7	12.1
	Strongly Disagree		
NYAHUWASCO's mission and values align with my personal values	Strongly Agree		
	Agree	18	31.0
	Undecided	30	51.7
	Disagree	10	17.2
	Strongly Disagree		
Feedback and recognition from my manager	Strongly Agree		
	Agree	13	22.4
	Undecided	5	8.6
	Disagree	40	69.0
	Strongly Disagree		
Satisfaction with the communication and transparency within NYAHUWASCO	Strongly Agree	2	3.4
	Agree	17	29.3
	Undecided	11	19.0
	Disagree	28	48.3
	Strongly Disagree		
Opinions and ideas are valued by	Strongly Agree	1	1.7

	Agree	16	27.6
	Undecided	23	39.7
	Disagree	18	31.0
	Strongly Disagree		
Opportunities for growth and development within the company	Strongly Agree	1	1.7
	Agree	2	3.4
	Undecided	26	44.8
	Disagree	29	50.0
	Strongly Disagree		

Source: (Research Data, 2023)

4.4.5 Employee Job Satisfaction

The study obtained data and analyzed it on the dependent variable, employees' job satisfaction. The results are presented in Table 4:5 and discussed in the section that follows. According to the data, 62% of the employees either strongly agree or agree that they are content with their job at NWSC, while 31% disagree. Only a small percentage (6.9%) is undecided. This suggests that a majority of employees are satisfied with their job, but a significant portion is unhappy. It would be worthwhile for the company to investigate the reasons for this dissatisfaction and work towards improving the work environment to increase employee satisfaction.

The study sought data on employees' fulfillment of Job at NWSC on employee satisfaction. Data revealed that the majority of the employees either agreed or were undecided about their job satisfaction in relation to the fulfillment of the job at NWSC, as these two categories together made up 60.3% of the responses. On the other hand, 31.0% of the employees disagreed with the statement, indicating a lower level of job satisfaction. Only 8.6% of the employees strongly agreed with the statement. It is important to note that there are no responses in the Strongly Disagree category, which means that none of the employees strongly disagree with the statement. In conclusion, the data suggests that while the majority of the employees either agreed or is undecided about their job satisfaction, there are still a significant proportion of employees who do not feel fulfilled in their jobs at NWSC. The management should take the feedback from the survey seriously and take necessary actions since this has been shown to improve the job satisfaction of the employees. (Riyanto, Endri, & Herlisha, 2021)

Data further revealed that the majority of the employees did not feel proud of working for the company, as 55.2% of the employees disagreed with the statement. Additionally, 27.6% of the employees were undecided, indicating a lack of clarity or neutrality towards their feelings of pride in the company. Only 17.2% of the employees agreed with the statement. It is important to note that there are no responses in the Strongly Agree or Strongly Disagree categories, which means that none of the employees strongly agree or strongly disagree with the statement. According to the information a significant proportion of employees do not feel proud of working for the company, which could have negative implications on their motivation, engagement, and commitment. The management should take the feedback from the survey seriously and identify the reasons behind the lack of employee pride. They could implement initiatives to improve employee morale and build a more positive company culture. This could include communicating with employees to address their concerns and improve their overall job satisfaction (Yue, Men, & Ferguson, 2019).

The study further obtained data on the motivation to deliver the best. According to the obtained data, majority of the employees either disagreed or were undecided about their motivation to deliver the best, as these two categories together make up 55.2% of the responses. On the other hand, 45.0% of the employees either agreed or strongly agree with the statement, indicating a moderate to high level of motivation. Only 12.1% of the employees strongly agree with the statement. Motivation to deliver the best is an important contributor to organizational performance (Guterresa, Armanu, & Rofiaty, 2020).

The study sought to determine the employees' engagement during regular working hours. According to Table 4.5, it shows that the majority of the employees were undecided about their engagement during regular working hours, as 72.4% of the responses fall in this category. Additionally, a significant proportion of employees (17.2%) disagree with the statement, indicating a low level of engagement during regular working hours. Only 8.6% of the employees strongly agree with the statement, and only one employee (1.7%) agrees with the statement. Data suggests that the majority of the

employees are not engaged during regular working hours, and a significant proportion of employees are not satisfied with their level of engagement. Lack of engagement has negative implications for productivity and overall employee well-being (Knight, Patterson, & Dawson, 2019). Therefore, NSCW should look for ways of enhancing employees' engagement.

The study sought to know whether employees often feel stressed about their work at NWSC. Table 4.4 shows that a significant proportion of employees (41.4%) agreed that they experienced work-related stress, with another 8.6% strongly agreed with the statement. This suggests that almost half of the employees were experiencing some level of stress at work. Additionally, a substantial proportion of employees (27.6%) disagreed with the statement, indicating that they do not experience significant levels of work-related stress. The percentage of employees who are undecided (12.1%) and strongly disagreed (10.3%) with the statement is relatively low compared to other categories. However, it is important to note that even though only 10.3% of employees strongly disagreed, this still represents a significant number of individuals who may be experiencing high levels of stress. Findings reveal that work-related stress is a significant issue for a considerable proportion of employees at NWSC. The management should take steps to identify the sources of stress and work towards reducing them. This could involve providing stress-management training, improving communication and feedback channels, and addressing any work-related issues that are contributing to employee stress. Literature underscores the importance of encouraging a positive work-life balance, by providing a support for mental health and well-being, and thus creates a healthy work environment (Cvenkel, 2021). NWSC should therefore ensure this is emphasized.

Study sought to determine whether they felt that I feel NWSC is a work place I am committed to. The results revealed that that a significant proportion of employees (37.9%) agreed that they are committed to their work, with another 12.1% strongly agreeing with the statement. This suggests that almost half of the employees are committed to their work. However, a substantial proportion of employees (20.7%)

disagreed with the statement, indicating that they are not committed to their work. The percentage of employees who are undecided (29.3%) is relatively high compared to other categories. This could indicate that they are unsure about their commitment level, or they are unable to express their feelings clearly. Overall, it can be observed that there is a need for management to work towards improving employee commitment. This could involve identifying the factors that are impacting employee commitment, such as work environment, job satisfaction, and communication, and taking steps to address them. Additionally, it is essential to recognize and reward employees who demonstrate a high level of commitment, as this can help to motivate and retain them (YourCoach BV, 2022).

The study sought to determine respondents' relationship with colleagues and Supervisors. Data revealed that a majority of employees (51.7%) agreed that they had a good relationship with their colleagues and supervisors, with another 12.1% strongly agreeing with the statement. This suggests that more than half of the employees had a positive relationship with their colleagues and supervisors. However, a significant proportion of employees (19.0%) disagreed with the statement, indicating that they do not have a good relationship with their colleagues and supervisors. This could be due to several reasons, such as communication issues, conflicts of interest, or a lack of trust. The percentage of employees who are undecided (10.3%) is relatively low compared to other categories. This could indicate that most employees have a clear understanding of their relationship with colleagues and supervisors. Overall, the data suggests that while a majority of employees have a positive relationship with their colleagues and supervisors, there is still a significant proportion of employees who do not. Therefore, it is essential for management to identify the underlying reasons for the negative relationship and take steps to address them. This could involve promoting open communication, conflict resolution, and trust-building activities. Additionally, it is crucial to recognize and reward employees who demonstrate positive relationships with colleagues and supervisors, as this can help to foster a positive work culture (Djoemadi, Setiawan, Noermijati, & Iriwanto, 2019) and by extension improve productivity.

The study sought data on respondents' adherence and propagation of beliefs and values. Data revealed that a majority of employees (50.0%) agreed that they adhered to and propagated the beliefs and values of NWSC, with another 12.1% strongly agreeing with the statement. This suggests that a significant proportion of employees believe in the NWSC beliefs and values and actively promote them. However, a considerable number of employees (37.9%) are either undecided or disagreed with the statement, indicating that they may not fully adhere to or propagate the beliefs and values of NWSC. This could be due to several reasons, such as a lack of understanding of the company's values, a mismatch between personal and organizational values, or a lack of motivation to promote them (Chaohui, Jiahui, Zhang, & Qinglian, 2020).

The percentage of employees who are undecided (22.4%) is relatively high compared to other categories. This could indicate that many employees have mixed feelings about the company's beliefs and values and may need more clarity or guidance to fully understand and adhere to them.

Overall, the data suggests that while a significant proportion of employees adhere to and propagate the beliefs and values of NWSC; there is still room for improvement in this area. Therefore, it is essential for management to communicate the organization's values clearly and consistently and provide opportunities for employees to understand and align with them. Additionally, recognizing and rewarding employees who demonstrate a strong commitment to the organization's beliefs and values can help to foster a positive work culture and improve adherence to them.

According to the data provided, it appears that the majority of the respondents (53.4%) disagreed with the statement about adherence and propagation of beliefs and values. A smaller percentage of respondents strongly agreed (22.4%), agreed (12.1%), and strongly disagreed (12.1%). The data suggests that a significant proportion of respondents do not believe that individuals adhere to and propagate beliefs and values. This could indicate a lack of trust in the values and beliefs held by others, or a belief that individuals are not consistent in their adherence to these values. It is important to note that the data does not provide any information about the reasons for the respondents'

beliefs. It is possible that those who disagreed with the statement do so because they believe that people are capable of changing their beliefs and values over time, or because they believe that individuals should not be limited by their beliefs and values. Overall, the analysis highlights that there is a diversity of opinion regarding the adherence and propagation of beliefs and values, and that further research would be needed to understand the underlying reasons for these beliefs.

According to the data provided, a majority of the respondents (32.8%) disagreed with the statement that personal feelings are a measure of accomplishment. A smaller percentage of respondents were undecided (20.7%), agreed (27.6%), strongly agreed (12.1%), and strongly disagreed (6.9%). The findings reveal that there is a diversity of opinion regarding the role of personal feelings in measuring accomplishment. Those who disagreed with the statement may believe that accomplishment should be based on more objective measures such as results achieved, while those who agreed with the statement may believe that personal satisfaction and fulfillment are important indicators of accomplishment. Arguably, since the data did not provide any information about the specific accomplishments or feelings that the respondents are referring to, the responses could vary depending on the context and type of accomplishment being considered. Overall, the data suggests that there is a range of beliefs about the role of personal feelings in measuring accomplishment (Singh, Pradhan, Panigrahy, & Jena, 2019), issues that are relevant to job satisfaction. However, further research could be done to understand the underlying reasons for these beliefs.

The study obtained data about the resources, tools and support for their job. Data revealed that a majority of the respondents (34.5%) disagreed with the statement that they had sufficient resources, tools, and support for their job. A smaller percentage of respondents agreed (36.2%), were undecided (19.0%), and strongly agreed (10.3%) with the statement. The findings suggested that there is a significant proportion of respondents who felt that they lacked adequate resources, tools, and support for their job. This could indicate that they face challenges or difficulties in carrying out their work effectively due to the lack of necessary resources or support systems. Overall, the data

suggests that there is a perceived gap between the resources, tools, and support available to the respondents and what they feel is necessary for their job. This finding highlights the importance of addressing these concerns to improve job performance and overall job satisfaction at NWSC. This is because organizations need to continuously assess and address the specific resource and support needs of their employees to ensure a conducive work environment (Pancasila, Haryono, & Sulistyo, 2020).

The study obtained responses on respondents' use of abilities and skills. Data revealed that the majority of the respondents (50.0%) were undecided about whether they believe they make good use of their abilities and skills. A smaller percentage of respondents agreed (27.6%) with the statement, while others disagreed (22.4%). The high percentage of respondents who were undecided suggests that there is a lack of clarity or self-assessment regarding the effective utilization of abilities and skills. This could indicate that individuals may not have a clear understanding of their own strengths and how to leverage them in their work or daily activities. Overall, the data suggested a need for self-reflection and self-assessment among individuals to better understand and utilize their abilities and skills. It is beneficial for individuals to engage in activities such as self-assessment, skills development, and seeking feedback to enhance their confidence and optimize the use of their abilities and skills because these are indicative and important to job satisfaction (Van Loon, 2019).

The study obtained data on how well-defined and quality were their job goals. Data revealed that the majority of the respondents (60.3%) agreed that there are well-defined quality goals in their job. A significant percentage of respondents were undecided (32.8%) about the existence of well-defined quality goals, while a smaller percentage disagreed (6.9%) with the statement. The findings suggest that a majority of respondents perceive that there are clear quality goals in their job, indicating that they have a sense of direction and clarity regarding the standards and expectations for the quality of their work. This can be seen as a positive aspect, as well-defined quality goals can contribute to increased focus, motivation, and accountability. However, it is worth noting that a considerable number of respondents were undecided about the presence of well-defined

quality goals. This could indicate a lack of awareness or ambiguity regarding the quality goals set by their organization or supervisors. Further investigation would be necessary to understand the reasons for the respondents' uncertainty. Overall, the data suggests that NWSC and supervisors should ensure that quality goals are effectively communicated and clearly defined to employees. By doing so, it can enhance employee understanding, motivation, and alignment with organizational objectives, factors that ultimately leads to improved performance and quality outcomes (Lee & Kim, 2021).

Responses regarding the relationship between teams' communication and company culture and happiness were obtained. The study showed they were fairly evenly distributed. A significant percentage of respondents were undecided (31.0%) about whether there is a correlation between teams' communication and company culture and happiness. A smaller percentage agreed (29.3%) with the statement, while a similar percentage disagreed (32.8%) with it. A small number of respondents strongly agreed (6.9%) with the statement. This data suggests that there is no clear consensus among the respondents regarding the impact of teams' communication and company culture on happiness. This could indicate that individuals have varied experiences and perspectives on how these factors influence their happiness at work. Overall, the evidence indicates that there is a need for NWSC to foster a positive company culture and effective team communication, as these factors have the potential to influence employee happiness. By promoting open and effective communication channels and cultivating a supportive and inclusive company culture, organizations may enhance employee satisfaction and well-being (Men & Yue, 2019).

Data was obtained on the Satisfaction in Job Autonomy. Data showed that the responses regarding job autonomy are distributed across different levels of satisfaction. A significant percentage of respondents were satisfied with job autonomy. Specifically, 37.9% of respondents reported being satisfied, while 12.1% reported being very satisfied. Additionally, a notable percentage of respondents were neutral (27.6%) regarding job autonomy. However, it is worth noting that a portion of the respondents

expressed dissatisfaction with job autonomy. Approximately 10.3% of respondents reported being dissatisfied, and 12.1% reported being very dissatisfied.

The data suggests that there is a mixed level of satisfaction regarding job autonomy among the respondents. This could indicate that some individuals feel empowered and have a sense of control over their work, while others may perceive a lack of independence or decision-making authority. Overall, the data highlights the importance of job autonomy as a factor influencing job satisfaction. Literature shows that organizations should consider assessing and addressing the autonomy needs of their employees to enhance overall job satisfaction, motivation, and productivity (Demircioglu, 2021).

Respondents were asked whether they would recommend the current employer to other workers as a good place to work. According to the table above, it shows that a significant percentage of respondents (34.5%) reported that they would not likely recommend their current employer as a good place to work. Additionally, 27.6% of respondents indicated that they would very unlikely recommend their employer. A smaller percentage of respondents (8.6%) reported that they would likely recommend their current employer. However, it is important to note that a considerable number of respondents (approximately 29.3%) did not provide a response or chose the neutral option, indicating a lack of clear opinion or uncertainty. Findings that there is a substantial portion of respondents who are dissatisfied with their current employer and would not endorse it as a good place to work. This could indicate underlying issues or concerns related to aspects such as workplace culture, employee support, career development opportunities, or work-life balance. Based on the data, it is evident that the current employer has room for improvement in order to enhance employee satisfaction and advocacy. The employer should focus on addressing the concerns raised by employees, improving workplace conditions, and fostering a positive work environment to increase the likelihood of employees recommending the organization to others. Overall, the data highlights the importance of considering employee satisfaction and

feedback to create a positive employer brand and attract and retain talented workers (Men & Yue, 2019).

Table 4:9 Employee Job Satisfaction and Work-Life Balance

Parameter	Response	Frequencies	Percentage
Contentment with the employee Job satisfaction	Strongly Agree	6	10.3
	Agree	30	51.7
	Undecided	4	6.9
	Disagree	18	31.0
	Strongly Disagree		
Fulfillment of Job at NYAHUWASCO on employee satisfaction	Strongly Agree	5	8.6
	Agree	22	37.9
	Undecided	13	22.4
	Disagree	18	31.0
	Strongly Disagree		
Proud of working in the Company	Strongly Agree		
	Agree	10	17.2
	Undecided	16	27.6
	Disagree	32	55.6
	Strongly Disagree		
Motivation to deliver the best	Strongly Agree	7	12.1

	Agree	19	32.8
	Undecided	11	19.0
	Disagree	21	36.2
	Strongly Disagree		
Engagement during regular working hours	Strongly Agree	5	8.6
	Agree	1	1.7
	Undecided	42	72.4
	Disagree	10	17.2
	Strongly Disagree		
Stress on work at NYAHUWASCO	Strongly Agree	5	8.6
	Agree	24	41.4
	Undecided	7	12.1
	Disagree	16	27.6
	Strongly Disagree	6	10.3
Commitment in the Workplace	Strongly Agree	7	12.1
	Agree	22	37.9
	Undecided	17	29.3
	Disagree	12	20.7
	Strongly Disagree		
The relationship with colleagues and Supervisors	Strongly Agree	7	12.1
	Agree	30	51.7
	Undecided	6	10.3
	Disagree	11	19.0
	Strongly Disagree	4	6.9
Adherence and propagation of beliefs and values	Strongly Agree	7	12.1
	Agree	29	50.0
	Undecided	30	22.4
	Disagree	9	15.5
	Strongly Disagree		
Parameter	**Response**	**Frequencies**	**Percentage (%)**
Adherence and propagation of beliefs and values	Strongly Agree	13	22.4
	Agree	7	12.1
	Undecided		
	Disagree	31	53.4
Accomplishment on Personal feeling	Strongly Agree	7	12.1
	Agree	16	27.6
	Undecided	12	20.7
	Disagree	19	32.8
	Strongly Disagree	4	6.9
Resources/ tools / Support for my Job	Strongly Agree	6	10.3
	Agree	21	36.2
	Undecided	11	19.0
	Disagree	20	34.5

	Strongly Disagree		
Good use of abilities and Skills	Strongly Agree		
	Agree	16	27.6
	Undecided	29	50.0
	Disagree	13	22.4
	Strongly Disagree		
Well defined quality goals in the Job	Strongly Agree		
	Agree	35	60.3
	Undecided	19	32.8
	Disagree	4	6.9
	Strongly Disagree		
Happiness between teams communication	Strongly Agree	4	6.9
and company's culture	Agree	17	29.3
	Undecided	18	31.0
	Disagree	19	32.8
	Strongly Disagree		
Satisfaction in Job Autonomy	Very Satisfied	7	12.1
	Satisfied	22	37.9
	Neutral	16	27.6
	Dissatisfied	6	10.3
	Very Dissatisfied	7	12.1
Recommendation on your current	Very Likely		
employer to other workers as a good place	Likely	5	8.6
to work	Neutral		
	Not Likely	20	34.5
	Very Unlikely	16	27.6

Source: (Research Data, 2023)

4.5 Inferential Statistics

The study did chi-square test for association, correlation and regression analysis on obtained data then presented the findings in the section that follow.

4.5.1 Chi-square Test on Quality of Work Life and Employee Job Satisfaction

The chi-square test was appropriate given that both independent and depend variables were measured on an ordinal scale with five Likert. Table 4.7 shows the Pearson Chi-Square on flexible work arrangements with the test statistic value of 105.231. The resultant p-value of the test statistic is $p = 0.000$. Given that the p-value is less the significance level ($\alpha = 0.05$), we settle that there is enough evidence to suggest an association between Work Arrangements and Employee Job Satisfaction.

Table 4:10 Chi-square Tests on Flexible Work Arrangements and Employee Job Satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	**105.23**1[a]	16	.000
Likelihood Ratio	69.217	16	.000
Linear-by-Linear Association	71.312	1	.000
N of Valid Cases	58		

Source: (Research Data, 2023)

Table 4.8 shows the Pearson Chi-Square on job design and employee job satisfaction with the test statistic value of 101.406. The resultant p-value of the test statistic is p = 0.000. Given that the p-value is less the significance level (α = 0.05), we settle that there is sufficient evidence to suggest an association between job design and employee job satisfaction.

Table 4:11 Chi-square Tests on Job Design and Employee Job Satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	**101.406**[a]	16	.000
Likelihood Ratio	65.032	16	.000
Linear-by-Linear Association	67.378	1	.000
N of Valid Cases	58		

Table 4.9 shows the Pearson Chi-Square test on employee Stress Management and Employee Job Satisfaction with the test statistic value of 98.221. The resultant p-value of the test statistic is p = 0.000. Given that the p-value is less the significance level (α = 0.05), we conclude that there is adequate evidence to suggest an association between employee stress management and employee job satisfaction.

Table 4:12 Chi-square Tests on Employee Stress Management and Employee Job Satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	**99.221**[a]	16	.000
Likelihood Ratio	64.006	16	.000
Linear-by-Linear Association	66.365	1	.000
N of Valid Cases	58		

Source: (Research Data, 2023)

Table 4.9 shows the Pearson Chi-Square test on employee engagement and employee job satisfaction with the test statistic value of 102.291. The subsequent p-value of the test statistic is p = 0.000. Because the p-value is less the significance level (α = 0.05), we conclude that there is adequate evidence to suggest an association between employee engagement and employee job satisfaction.

Table 4:13 Chi-square Test on Employees Engagement and Employee Job Satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	**102.291**[a]	16	.000
Likelihood Ratio	69.146	16	.000
Linear-by-Linear Association	72.512	1	.000
N of Valid Cases	58		

Source: (Research Data, 2023)

4.5.1 Correlation Analysis

Correlation analysis statistical technique was used to measure and quantify the relationship between the study variables. It helped understand how changes in independent variables were associated with changes in dependent variable. It established the strength and direction of the relationship between variables.

As seen in table 4.11, the study results revealed a high positive and statistically insignificant ($r=0.751$; $p<0.05$) relationship between Flexible Work Arrangements and Employee Job Satisfaction. The analysis implied that Flexible Work Arrangements positively influence Employee Job Satisfaction according to this study. The findings imply improving Flexible Work Arrangements would result to better Employee Job Satisfaction.

It also revealed a high positive and statistically significant ($r=-0.812$; $p<0.05$) relationship between Job Design and Employee Job Satisfaction. The analysis implied that Job Design does influence Employee Job Satisfaction positively according to this study. This finding implies that improving job satisfaction would result to better job satisfaction.

Correlation analysis further revealed a high positive and statistically significant ($r=.801$; $p<0.05$) relationship between Employee Stress Management and Employee Job

Satisfaction. The analysis implied that Employee Stress Management does influence Employee Job Satisfaction positively according to this study and the relationship is statistically significant. It means therefore Improving Employee stress management would lead to better job satisfaction.

Correlation analysis also revealed a high positive and statistically significant (r=-.790; p=. <0.05) relationship between Employees Engagement and Employee Job Satisfaction. The analysis implied that Employees Engagement does influence Employee Job Satisfaction positively according to this study and the relationship is statistically significant. It shows better employees engagement leads to better job satisfaction.

Table 4:14 Correlation Analyses

Variable	Statistic	Flexible Work Arrangements	Job Design	Employee Stress Management	Employees Engagement	Employee Job Satisfaction
Flexible Work Arrangements	Pearson Correlation	1	-.001	.004	.113	.751
	Sig. (2-tailed)		.978	.739	.756	.025*
	N	58	58	58	58	58
Job Design	Pearson Correlation	-.001	1	-.001	-.045	0.812
	Sig. (2-tailed)	.978		.976	.725	.006*
	N	58	58	58	58	58
Employee Stress Management	Pearson Correlation	.004	-.045	1	.013	.801
	Sig. (2-tailed)	.739	.725		.457	.013*
	N	58	58	58	58	58
Employees Engagement	Pearson Correlation	.113	-.001	.013	1	.790
	Sig. (2-tailed)	.756	.976	.457		.021*
	N	58	58	58	58	58

Source: (Research Data, 2023)

4.5.2 Multiple Regression Analysis

The study did multiple regression analysis between the study variables and the dependent variable. The results are presented in the section below.

Model Summary

The study sought to determine the combined influence of study variables on the job satisfaction at NWSC. According to Table 4.12, R square was 0.860 implying that 73.9% of the variations in the job satisfaction were attributed to the combined effect of the quality of work life variables.

Table 4:15 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860[a]	.739	.609	4.338

a. Predictors: (Constant), Employees Engagement, Job Design, Employee Stress Management, Flexible Work Arrangements

Analysis of Variance (ANOVA)

From the ANOVA table 4.13, the multiple regression model was significant. The study variables of employee's engagement, job design, employee stress management, flexible work arrangements have a significant in predicting job satisfaction. This is due to the fact that the p-value of was 0.00<0.05 which is an indication that the data was ultimate for making an inference on the population parameters. This was interpreted to mean that quality of work life factors statistically and significantly predict job satisfaction very well than the intercept only.

Table 4:16 Analysis of Variance Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.170	4	20.293	25.953	.000[b]
	Residual	41.442	53	.7819		
	Total	122.612	57			

Source: (Research Data, 2023)

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Employees Engagement, Job Design, Employee Stress Management, Flexible Work Arrangements

Regression Coefficients on Job Satisfaction

The data was analyzed in terms of multiple regressions to determine if the study variables of employees' engagement, job design, employee stress management, flexible work arrangements have a significant influence on job satisfaction. The results of multiple regression model are summarized in table 4.13.

Table 4:17 Regression Coefficients on Job Satisfaction

Coefficients[a]					
Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.412	.568		7.253	.000*
Flexible Work Arrangements	.224	.118	.162	1.898	.014*
Job Design	.416	.221	.327	1.882	.007*
Employee Stress Management	.572	.242	.417	2.364	.022*
Employees Engagement	.333	.172	.263	1.936	.016*

Source: (Research Data, 2023)

Dependent Variable: Job Satisfaction

From table 4.14, all the study variables of employees' engagement, job design, employee stress management, flexible work arrangements were found to have a positive influence job satisfaction. This is because their beta values are positive. Similarly, all the four independent variables employees' engagement, job design, employee stress management, flexible work arrangements were statistically significant in predicting job satisfaction. Therefore, holding all other factors constant, one unit increase in flexible work arrangements causes an increase in their job satisfaction by 0.224 units. At the same time, holding all other factors constant, one unit increase in job design cause an

increase in job satisfaction by 0.416 units and also holding all other factors constant, one unit increase in employee stress management, cause an increase in job satisfaction by 0.572 units and lastly holding all other factors constant, one unit increase in employee engagement cause an increase in job satisfaction by 0.33 units The constant also has a p-value less than 0.05 which means that a part from the four quality of work life factors, there are other human resource factors that were not covered in this study that can positively increase employees job satisfaction by 0.412 units but were not included in this study.

The model is as below:

Y (job Satisfaction) = 0. + 0.224 (FWA) + 0.416 (JD) +0.572(ESM) +0.333(EE) + ε.

Where;

- Flexible Work Arrangements =FWA
- Job Design=JD
- Employee Stress Management=ESM
- Employees Engagement=EE

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This research sought to understand the influence of quality of work life on employee job satisfaction in Nyahururu Water and Sanitation Company, Kenya. To achieve this the study assessed how different aspects in the company affect employee job satisfaction through determining influence of flexible work arrangements, influence of employee engagement, investigating the influence of stress management and to examine the influence of employee engagement on employee job satisfaction. This chapter details the summary of major findings of the study, conclusions, recommendations and suggested areas for further studies.

5.2 Summary of Major Findings

5.2.1 Influence of Flexible Work Arrangements on Employee Job Satisfaction

On flexible work arrangements it is significant, while there is a portion of respondents who are satisfied with flexible work arrangements, there is also a substantial number of individuals who express dissatisfaction. There is a lack of consensus among the respondents regarding the importance of considering the broader scheme of things. In regards to possibility of working in shifts when situation demands so, a significant number of respondents believe that there is flexibility in working in shifts when their personal or situational needs require it. On flexibility on leave that helps when needed, a significant number of respondents perceive that there is flexibility in taking leave when they need it, indicating that the NWSC offers supportive policies or practices regarding leave arrangements. Meaningful of welfare and that of other people, the data suggests no

clear consensus among the respondents regarding the meaningfulness of welfare for oneself and others. Effectiveness of job performance on other people in the company, such as managers and coworkers, there is lack of consensus among the respondents regarding the perceived effectiveness of their job performance on others in the organization. Information/feedback about job performance from manager/supervisor and coworkers, the data suggests a considerable number of respondents perceive a lack of feedback and communication regarding their job performance from their managers/supervisors and coworkers. On activities included in additional tasks other than employees' area of specialization/qualification there was lack of consensus among the respondents. In regards to simple and non-complicated tasks there is no clear consensus among the respondents regarding the complexity of tasks assigned to them.

5.2.2 Influence of Job Design on Employee Job Satisfaction

On Job Design it was not significant; the data suggests a mixed perception of job design satisfaction among the respondents. In regards to working with co-workers there is a lack of consensus among the respondents regarding their experience working with co-workers. On receiving the respect they deserve from co-workers and the manager, the data suggests a lack of consensus among the respondents regarding this issue. On whether the amount of work employees are expected to finish each week is reasonable, a significant number of respondents perceive the amount of work expected to finish each week as unreasonable. On whether they find work overwhelming and hardly do clear their daily list of to do tasks, there are a substantial number of respondents who experience a sense of being overwhelmed with their workload and find it challenging to complete their daily tasks. On whether the company provides satisfactory employee

welfare programs, the data indicates that the majority of respondents perceive the company's employee welfare programs as satisfactory. The company provides adequate health and safety measures, a significant number of respondents perceive the company's health and safety measures as inadequate.

5.2.3 Influence of Stress Management on Employee Job Satisfaction

On employee stress management it was significant, the data suggests that there is room for improvement in the company's employee stress management approaches, as a significant portion of respondents expressed dissatisfaction. Decision on how to go about doing my work, the data suggests that there may be some inconsistency or lack of clarity regarding the extent of decision-making authority granted to employees. Decision on when to perform particular work activities, the data suggests that there is limited flexibility or autonomy in determining the timing of work activities for a significant portion of the respondents. Control over the sequencing of work activities, the data suggests that there is lack of clarity or limited opportunities for employees to have control over the sequencing of their work activities. On the opportunity to have control over the scheduling of activities, the data suggests that a significant portion of respondents feel limited in their ability to control the scheduling of their activities. On choosing when and how to carry out tasks without having to consult, the data suggests that there are limited opportunities for employees to independently determine the timing and approach to their tasks without the need for consultation or approval. On decision on the methods to use to complete work, the data suggests that a significant portion of respondents feel limited in their ability to choose the methods they prefer to use in completing their work.

5.2.4 Influence of Employee Engagement on Employee Job Satisfaction

On the issue of employee engagement, it was not significant, whether they have been off in the last one year without considering official annual leave, findings reveal that a significant portion of respondents have utilized additional time off beyond their official annual leave entitlement. The reasons that made them be off duty suggest a significant portion of respondents have been off duty due to illness and that the categories are not mutually exclusive. On reason to be absent from the job, the data suggests a need for further exploration and communication regarding the reasons for being absent from the job, ensuring clarity and understanding among employees and employers. On working in NWSC in the next 12 months, majority of the respondents expressed agreement. On whether there is meaningful and making positive impact at work, these responses suggest a division of perspectives among the respondents, with some individuals perceiving their work as meaningful and impactful, while others do not share the same sentiment. On whether NWSC services are competitive in the market, the majority of respondents remained undecided on whether they are competitive.

On whether the company's mission and values align with personal values, respondents had diverse opinions. On whether there is feedback and recognition from manager, a majority of respondents disagreed with the statement. On satisfaction with the communication and transparency within NWSC, majority of respondents disagreed. On whether opinions and ideas are valued by NWSC, there were mixed perceptions. On opportunities for growth and development within the company, there were mixed perceptions. The largest percentage of respondents disagreed, indicating that they do not perceive sufficient opportunities for growth and development within the company.

In relation to employee job satisfaction, adherence and propagation of beliefs and values the data suggests that a significant proportion of respondents do not believe that individuals adhere to and propagate company's beliefs and values. In regards to accomplishment on personal feeling there was a diversity of opinion regarding the role of personal feelings in measuring accomplishment. On resources/ tools / Support for my Job, a significant proportion of respondents felt that they lacked adequate resources, tools, and support for their job. On good use of abilities and skills, the high percentage of respondents who were undecided suggested that there is a lack of clarity or self-assessment regarding the effective utilization of abilities and skills. On whether there are well defined quality goals in the Job, a majority of respondents perceived that there are clear quality goals in their job, indicating that they had a sense of direction and clarity regarding the standards and expectations for the quality of their work. In regards to happiness between team's communication and company's culture there was no clear consensus among the respondents regarding the impact of teams' communication and company culture on happiness. Satisfaction in Job Autonomy, the data suggests that there were mixed levels of satisfaction regarding job autonomy among the respondents. In regards to recommendation on current employer to other workers as a good place to work there was a substantial portion of respondents who are dissatisfied with their current employer and would not endorse it as a good place to work.

5.3 Conclusions

On flexible work arrangement, the study concludes that regular assessment and addressing challenges associated with flexible work arrangements to promote employee job satisfaction is important. This include implementing policies and practices that allow

for scheduling adjustments to accommodate individual needs and promoting a sense of empathy, compassion, and care for oneself and others. Employees need to be assigned tasks that align with their expertise and qualifications

On job design the study concludes that feedback and open communication should be offered regularly. This could foster a positive and collaborative work environment and create a positive and respectful work environment. Workload distribution and tasks prioritization in a way that ensures employees have a reasonable amount of work to complete each week is important. Necessary support and resources should be provided, and effective time management practices encouraged. Management should prioritize employees' well-being and continually assess and refine stress management strategies.

On Employee Stress management, it is important to prioritize employee well-being and continually assess and refine stress management strategies, foster an open and transparent work culture and implement policies and practices that accommodate employees' needs for time off, while providing resources for managing their illness and allowing them to manage their schedules, while utilizing their preferred methods.

On the employee engagement, employees should have opportunities to take time off and recharge. Policies and practices that accommodate employees' needs for time off should be implemented, while providing resources for managing illness, and promoting a healthy work-life balance. It is important to recognize and respond to employees' diverse needs and circumstances because this fosters a supportive work environment, and promote employee well-being. On retaining workforce and reducing turn over there is need for effective communication, transparent recruitment processes, and showcasing the company's positive aspects to attract and retain talented individuals. There is need for an understanding and addressing the underlying reasons behind these perceptions can contribute to improving employee satisfaction and engagement.

The study concludes that job satisfaction in the company has some underlying issues that affect the workers in the company which needs to be investigated more and come up with solutions to certain issues. This is evident in the case of low pride of working for

the company, employee commitment, stress from the company and motivation to deliver, data that shows either dissatisfaction or no answer from the respondents.

In regards to relationships in the company, there are good relations between management and employees and between employees to fellow employees hence making it easy to work together. When it comes to matters communication, it is poor, hence resulting to no clear communication from management to employees. Some employees do not have a good sense of where they are heading to implying that there is are parameters to measure their use of their abilities and goals in regards to working for the company. Statistics showed that contribution of flexible work arrangements; job design, employee stress management and employees' engagement do significantly affect job satisfaction. Increasing these issues at NWSC will lead to better job satisfaction.

5.4 Recommendations

Basing on the research the study recommends the following:

i. The management should take steps to improve the work environment, communication, and employee motivation. It should provide opportunities for employees to provide feedback and suggestions for improvement.
ii. The management should reduce or eliminate sources of stress at work. This could involve providing stress-management training, improving communication and feedback channels, and addressing any work-related issues that are contributing to employee stress. Management should recognize and reward employees who demonstrate a high level of commitment, as this can help to motivate and retain them.
iii. Management and administration should assess and address the specific resource and support needs of their employees to ensure a conducive work environment.

There should also be promotion of open and effective communication channels and cultivation of a supportive and inclusive company culture hence being able to enhance employee satisfaction and well-being.

iv. NWSC should prioritize employee well-being and continually assess and refine stress management strategies to meet the needs of employees so as to ensure productivity in the company. The employees should also be given opportunities to take time off and recharge, promoting a healthy work-life balance and contributing to their overall satisfaction and well-being.

v. Human resource management should evaluate workloads effectively like considering workload distribution, prioritize tasks, and ensuring that employees have a reasonable amount of work to complete each week hence striking a balance between productivity and employee well-being. This will cater for the workload problem. The company should also investigate on the stress caused by work and the causes of stress at work.

5.5 Areas for Further Research

This study would like to recommend the following topics as areas for possible studies.

i. Study on influence of stress on employee's output at work and ways to deal with stress and mental health in the company.

ii. Communication and how it can be a tool for employees to address issues concerning them and the company: proper communication channels from employees to management and vice versa.

iii. Ways employees can be motivated so as to boost their confidence and work output in the company.

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APPENDICES

APPENDIX I: STUDY QUESTIONNAIRE

Preamble

Dear Respondent,

My name is Tabitha Njama, a Master of Business Administration (Human Resource Management) Student at St. Paul's University. As a prerequisite for the award of Master Degree, I am required to conduct a comprehensive study on a topic of choice. I would appreciate your contribution to this study titled "***Influence of Quality of Work Life on Employee Job Satisfaction in Water Companies, A Case of Nyahururu Water and Sanitation Company.*** The aim of the study is to generate a comprehensive report on the research topic. The purpose of this questionnaire is to collect data concerning your job

and other personal information. Participation is voluntary and information provided will be treated with utmost confidentiality and will only be used for academic purposes.

Name of respondent (Optional) _____

Department_____

Date of Questionnaire completion_____

SECTION A:

GENERAL DEMOGRAPHIC DATA

(Tick Appropriately)

A1. Indicate your Gender Male ☐ Female ☐

A2. Indicate your age group

25 years or below ☐ 26-35 ☐ 36-45 ☐ Above 45 ☐

A3. Indicate your highest level of education

Secondary School ☐ Certificate Level ☐ Diploma ☐

Bachelors ☐ Masters ☐ PhD ☐

A4. Indicate your job title _____

A4. What is your job level? Senior Level ☐ Middle level ☐ Junior/Entry ☐ level

A5. How long have you served this company? Years _____Months_____

SECTION B

INFLUENCE OF QUALITY OF WORK LIFE ON EMPLOYEE JOB SATISFACTION

1. To what extent do you agree with the following statements relating to effect of flexible work arrangements on employee satisfaction?

	Tick appropriately whereby *1= Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree*	**1**	**2**	**3**	**4**	**5**
1	I am contentment with job					
2	My job at NYAHUWASCO is fulfilling					
3	I am proud of my work in this company					

4	I am highly motivated to deliver the best in this company					
5	I am always engaged in my work during regular working hours					
5	I often feel stressed about my work at NYAHUWASCO					
6	I feel NYAHUWASCO is a work place I am committed to					
7	My relationships with colleagues and supervisors is very positive					
8	I adhere and propagate NYAHUWASCO's values and beliefs					

To what extent do you agree with the following statements relating to employee satisfaction in relation to your current job?

	Tick appropriately whereby *1= Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree*	**1**	**2**	**3**	**4**	**5**
1	I have a great work-life balance					
2	My work gives me a feeling of personal accomplishment					
3	I have all the necessary support/tools/resources to do my job					
4	My job makes good use of skills and abilities					
5	In my job, I have clearly defined quality goals					
6	I am happy with my team's communication and company culture					

7. In overall, how satisfied are you with your job autonomy?

Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Diss ☐

8. How likely are you to recommend your current employer to other workers as a good place to work?

Very Likely ☐ Likely ☐ Neutral ☐ Not likely ☐ Very Unlikely ☐

What should be done at NYAHWUWASCO to improve on stress management

_____

_____

_____

PART C: Flexible Work Arrangements

Kindly respond to the questions below to the best of your ability

1. In overall, how satisfied are you with the flexible work arrangements made available to you?

Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Diss ☐

B3. To what extent do you agree with the following statements relating to effect of job design on employee satisfaction?

	Tick appropriately whereby *1= Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree*	**1**	**2**	**3**	**4**	**5**
1	My job is very significant and important in the broader scheme of things					
2	My job allows for very flexible work schedules					
3	It is possible to work in shift when my situation demands so					
4	the job provides for a flexible leave that helps me when I need it					
5	My job is meaningful to my welfare and that of other people					
6	Other people in the organization, such as managers and coworkers, provide information on the effectiveness of my job performance (e.g. quality and quantity)					
7	I receive a lot of information/feedback about my job performance from my manager/supervisor and					

	coworkers					
5	My work activities include additional tasks rather than my area of specialization/Qualification					
9	My job tasks are simple and non-complicated					

What should be done to make my job to be more flexible?

_____

_____

PART D: Job Design

In overall, how satisfied are you with the design of your job design?

Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Diss ☐

1. *To what extent do you agree with the following statements relating to effect of stress management on employee satisfaction?*

	Tick appropriately whereby *1= Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree*	**1**	**2**	**3**	**4**	**5**
1	My Co-workers and I work well together					
2	I receive the respect I deserve from my co-workers and manager					
3	The amount of work I am expected to finish each week is reasonable					
4	I am usually overwhelmed with work and hardly do I clear my daily list of to do tasks					
5	The company provides satisfactory employee welfare programs (e.g. employee counseling and recreational activities)					
6	The company provides adequate health and safety measures					

What should be done to improve job design at NYAHUWASO

_____

_____

PART E: STRESS MANAGEMENT

1. Rate your overall satisfaction with employee stress management approaches of the company?

Highly satisfactory	Satisfactory	Average	Dissatisfactory	Highly Dissatisfactory
☐	☐	☐	☐	☐

2. *To what extent do you agree with the following statements relating to effect of job autonomy on employee satisfaction?*

	Tick appropriately whereby *1= Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree*	**1**	**2**	**3**	**4**	**5**
1	My job allows me to decide on my own how to go about doing my work					
2	My job allows me to decide when to perform particular work activities.					
3	I have some control over the sequencing of my work activities					
4	My job allows me the opportunity to have control the scheduling of my activities.					
5	I am able to choose when and how to carry out my tasks without having to consult					
6	My job allows me to decide the methods to use to complete my work					

PART F: Employee Engagement

B9. To what extent do you agree with the following statements relating to employee engagement in relation to your current job?

1. What is the number of days that you have been off in the last one year without considering official annual leave?

A: Below 5 days, B: 5-10 days, C: 11-15 days, C: 16-20 days, E: Over 20 days

2. Of the following factors, which were the lessons that made you be off duty

   A: illness: B: personal reasons, C: other factors (please specify) _____

3. On a scale of 1 to 10, how likely are you to recommend NYAHUWASCO as a great place to work? _____

	Tick appropriately whereby *1= Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree*	**1**	**2**	**3**	**4**	**5**
4	I am often looking for a reason to be absent from job					
5	I see myself working in NYAHUWASCO in the next 12 months					
6	My work is meaningful and I am making a positive impact					
7	I feel that our NYAHUWASCO services are competitive in the market					
8	I believe NYAHUWASCO's mission and values align with my personal values					
9	I often receive feedback and recognition from my manager					
10	I am satisfied with the communication and transparency within NYAHUWASCO					
11	My opinions and ideas are valued by NYAHUWASCO					
12	I see opportunities for growth and development within the company					

What should be done to improve employee's engagement at NYAHUWASCO

_____

_____

APPENDIX 2: AUTHORIZATION LETTER FROM UNIVERSITY

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/21/2023 **Date: 5th June 2023**

TO: Tabitha Wairimu Njama
St. Paul's University

Dear Tabitha,

RE: Influence Of Quality Of Work Life On Employee Job Satisfaction In Water Companies: A Case Of Nyahururu Water And Sanitation Company, Kenya.

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 30, for the period between 5th June 2023 – 5th July, 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

APPENDIX 3: RESEARCH PERMIT FROM NACOSTI