AN EVALUATION OF THE INFLUENCE OF CAPACITY BUILDING ON EMPLOYEE JOB SATISFACTION IN PUBLIC INSTITUTIONS: A CASE OF THE NAIROBI COUNTY ASSEMBLY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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BY

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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University-Africa in Nairobi for academic credit.

Signed: ________________________ Date: ________________________

Rose Wachira (ID No: 648917)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________ Date:________________________

Dr. Teresia Linge

Signed: ________________________ Date:________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to evaluate the influence of capacity building of employee job satisfaction in Nairobi County Assembly. The study was guided by the following research questions; What is the influence of organizational communication on employee job satisfaction in Nairobi County Assembly? What is the effect of change management on employee job satisfaction in Nairobi County Assembly? What is the influence of skills training on employee job satisfaction Nairobi County Assembly?

The study used descriptive research design. Target population was 108 employees at Nairobi City County Assembly. Non-probability sampling technique was used to select a sample size of 85 employees. Data was collected using structured questionnaires. Data collected was analyzed through SPSS software version 22.0 and descriptive statistics. Cronbach’s Alpha was conducted to determine reliability of the questionnaire. Descriptive statistical analysis included measure of central tendency such as mean, standard deviation, frequencies and percentages. Person correlation was also done to determine association between independent and dependent variables. Regression analysis was computed to determine the influence of the independent variable on dependent variable. Data was interpreted using figures, tables and charts.

The findings on influence of organizational communication on employee job revealed that respondents agreed that peer to peer communication was used in the organization to manage task accomplishment. However, respondents could not reach an agreement on through upward communication employees were able to ask questions and make suggestions had a, report grievances and disputes, suggestions for improvement and enable employees participate in forming organization policies, through peer to peer communication employees were able to work as a team and solve challenging tasks, top downward communication is used in the organization to assign tasks and instructions, to inform employees of job procedures and policies and to identify problems and give feedback to employees. Findings from regression analysis revealed that organizational communication influences job satisfaction ($\beta=0.501$, $p<0.001$).

The findings based on the effect of change management on employee job satisfaction revealed that respondents could not reach an agreement on the vision is usually communicated to employees, technology has been used to drive change in the
organization, organizational change has a positive impact on employees’ job satisfaction, the organization creates a vision during change management process, change management has helped the organization adapt to external changes, the organization has developed policy, procedures and standards that are used during strategy management, the organization offers trained before implementing change, during change implementation process the organization creates short term targets that employees are able to achieve and incentives have been used to drive change in my organization. Findings from regression analysis showed that change management did not have any influence on job satisfaction (β=0. 493, p<0.024).

The findings on influence of skills training on employee job satisfaction it was revealed that respondents agreed that skills training influences employee job satisfaction and training has motivated employees work hard. However respondents could not reach an agreement on through training, the organization has increases its productivity and product/service quality, the organization is facing a challenge implementing use of job rotation due to resistance from superiors, employees and lack of adequate training before employees are moved to a new department, on-the-job training is used in the organization to increase employee’s interaction, boost employee’s morale and increase customer satisfaction, training has helped the organization to reduce employee turnover rate, the organization offers off-the-job training opportunities such as conferences. In addition respondents disagreed on the organization offers job rotation; coaching and mentoring opportunities. Findings from regression analysis established that skill training had a positive and significant effect on job satisfaction (β=-0.175, p<0.440).

In conclusion peer-to-peer communication was used to oversee task accomplishment. Increase in training had influenced employee job satisfaction and training has motivate employees to increase their performance. However, communication is not used to develop rules, regulations and responsibilities. Nairobi County Assembly is not able to implement change management, and does not offer off-the-job training opportunities, job rotation, coaching and mentoring opportunities.

It is recommended that Nairobi County Assembly develops different communication strategies that they can use to communicate with their employees. The organization should also develop new training programs that will motivate employees to achieve their goals and should also communicate change management strategies to its employees.
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This project owes its completion to the help, support and inspiration I have received throughout the academic journey. First and foremost I thank God the Almighty, without His will I would have never found the right path. His mercy was with me throughout my life and ever more in this study. I thank Him for enlightening my soul with the respected love and compassion for the other humans and allowing me to enter a field where I could practice this desire.

My very special thanks go to my supervisor, Dr. Teresia Linge. I am thankful for her timely evaluation and technical advice on the best approach to follow throughout the period of this proposal writing.

I owe a special thanks to my family, who supported me and helped me throughout my life and during this study. This work would not have been possible without your love and support. I love you so much.
DEDICATION

I dedicate this project to God Almighty my creator, my strong pillar, my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program and on His wings only have I soared. I also dedicate this project to my family for their love, inspiration and encouragement throughout my academic life. Thank you. My love for you all can never be quantified. God bless you.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT’S DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>COPYRIGHT</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td></td>
</tr>
<tr>
<td>1.0 INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Back ground of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Statement of the Problem</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Purpose of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>6</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.6 Scope of the Study</td>
<td>7</td>
</tr>
<tr>
<td>1.7 Definition of Terms</td>
<td>7</td>
</tr>
<tr>
<td>1.8 Chapter Summary</td>
<td>8</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td></td>
</tr>
<tr>
<td>2.0 LITERATURE REVIEW</td>
<td>9</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>9</td>
</tr>
<tr>
<td>2.2 Organizational Communication and Employee Job Satisfaction</td>
<td>9</td>
</tr>
<tr>
<td>2.3 Change Management and Job Satisfaction</td>
<td>13</td>
</tr>
<tr>
<td>2.4 Skills Training and Employee Job Satisfaction</td>
<td>18</td>
</tr>
<tr>
<td>2.5 Chapter Summary</td>
<td>22</td>
</tr>
</tbody>
</table>
LIST OF TABLES
Table 3.1: Population .................................................................................................................. 24
Table 3.2: Sample Size .................................................................................................................. 26
Table 4.1: Response Rate .............................................................................................................. 29
Table 4.2: Descriptive on Organizational Communication ............................................................ 32
Table 4.3: Descriptive Statistics on Organizational Communication ............................................. 33
Table 4.4: Descriptive Statistics on Change Management ............................................................... 34
Table 4.5: Descriptive Statistics on Skills Training ........................................................................ 35
Table 4.6: Descriptive Statistics on Skills Training ........................................................................ 36
Table 4.7 Correlation between Factors of Capacity Building and Employee Job Satisfaction ....... 37
Table 4.8: Regression Analysis ..................................................................................................... 37
Table 4.9: Anova .......................................................................................................................... 38
Table 4.10: Coefficients of Capacity Building and Employee Job Satisfaction ......................... 38
LIST OF FIGURES

Figure 4.1: Gender ........................................................................................................29
Figure 4.2: Marital Status ..........................................................................................30
Figure 4.3: Age of the Respondents ........................................................................30
Figure 4.4: Number of Years in the Organization ....................................................31
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study
Capacity building is the process of strengthening the abilities of employees, organizations, and systems to perform their core duties and continue to improve and develop over time (Fy, 2012). According to Hartwig (2010), capacity building is the ability to utilize diverse resources (financial, human, technological, and technical) and capacity to achieve organizational goals. Moynihan (2008) states that capacity building is a series of activities such as; downsizing, auditing, planning, re-organization, process automations, recruitment and training used by an organization to create workable linkages between organizational operations and its effectiveness.

Isimbabi (2005) defines capacity building as the planning process and the end results that is used by an organization to increase employee’s capabilities and job satisfaction. Capacity building is the grooming and enhancing employees’ capabilities, talents and knowledge through training and development programs (Asiya, Sajjad & Zeb, 2012). Capacity building programs encompass an array of organizational processes, whose primary objective is to strengthen the capabilities of the organization in executing its core operational mandate (Yamoah, 2014). Research has shown that capacity building facilitates the strengthening of critical organizational components including the organizational resources and processes in primary effort to remain competitive and subsequently thrive in a fast moving and changing global economy (Yamoah & Maiyo, 2013).

Corporate organizations consider capacity building as an important initiative that is central to enhancing employee abilities and the overall levels of productivity in the execution of their duties (Sánchez & Mitchell, 2017). Capacity building centers on premise of improving organizational operational components such as the job skills and operational efficiency levels. According to Alokozai (2016), enhancing capacity of employees in aspects of skill and task delivery proficiency improves employee productivity and capacity of employees to deliver their responsibilities with high levels of effectiveness and simplicity.
Ahmad, Farrukh and Nazir (2014) argues that capacity building focuses on enhancing different organizational abilities, it has also been accepted to be an important tool for implementing strategic programs. According to Teece (2012), organizations use capacity building strategies such as; internships, formal training, written materials, meetings, e-learning, appreciative inquiry, coaching sessions and peer groups’ action learning to strengthen employees capacities. Trott and Hartmann (2009) claims that capacity development can be in the form of process consultation, organizational communication, leadership development, promotion of networking and collaboration, action learning, advocacy and awareness creation, on the job training technical advice, training course, and educational and continued professional development.

Ahmad et al, (2014) in their study on capacity building boost employee performance in banking sector of Pakistan. Findings showed that capacity building of employee’s influences performance. Gul, Akbar and Jan (2012) conducted a research on role of capacity development, employee empowerment and promotion on employee retention in the banking sector of Pakistan. It was suggested that organizations should provide capacity development programs for employees to increase new and improved business knowledge and to boost organizational growth.

Mouallem and Farhad (2014) examined the need for capacity building in human resource management related issues: A case study from the Middle East (Lebanon). It was established that human resources procedures and systems need to be updated for more effective employee recruitment, selection, and retention, and should include clearer non-biased performance appraisal plans and reward systems. Yamoah (2014) researched on the link between human resource capacity building and job performance. Findings showed that there was a positive and significant relationship between capacity building and employee job performance.

Adu, Appiah and Yamson (2016) conducted an assessment on the impact of capacity building initiatives on the service quality of library professionals in selected private universities in Ghana. It was revealed that Capacity development influences service quality. Ojokuku and Adegbite (2014) studied the impact of capacity building and manpower development on staff performance in selected organizations in Nigeria. Findings showed that there was a significant and positive relationship between capacity building and staff performance. The study concluded that organization should put more
emphasis on the use of capacity building and manpower development activities this is because it will help employees acquire new knowledge, skills and management capabilities.

Otibine (2016) investigated the effects of capacity development strategies on the performance of the department for international development in Kenya. It was revealed that capacity development strategies included effective financial management, human resource development, information management, communication and technology and continuous automation of systems. These capacity development strategies contributed to timely fund flows to project beneficiaries, accurate financial forecasting, effective programme management and enhanced relationships between employer and employees as well as with project implementation partners and other stakeholders affiliated to department for internal development operations in Kenya.

Gekonde, Nyamboga and Nyarohoo (2014) conducted a study on the influence of strategic human resource and organizational capacity building on performance improvement of public service delivery in Nakuru County Kenya. Findings revealed that organizational capacity building influences performance improvement of public service delivery in Nakuru County. Maiyo (2014) in his research on entrepreneurial capacity development in enterprise performance: A case study of salon enterprises in Nandi County. Findings revealed that there was a significant relationship between entrepreneurial capacity development and enterprise performance

According to Simatwa (2011), job satisfaction is a function, which is positively related to the degree to which individual personal needs are fulfilled in the job situation. Job satisfaction is the attitudes and feelings people have about their work (Armstrong, 2009). According to Ilham (2009), employee satisfaction is the positive or negative aspects of employee’s attitude towards their jobs or some features of the job. Lathans (2010) argues that job satisfaction has little to do with good pay; it has a lot to do with employee himself or herself accepting that the job is desirable. In addition, in order for jobs to be satisfying there should be some fun in it. He suggested highly satisfied employees tend to have better physical health, learn new tasks, fewer grievances and are less involved in job accidents.

Dessler (2001) define job satisfaction as a set of favorable or unfavorable feelings for the employees to perceive their work and that determine the possibility of a major disposition
to achieve higher performance. Absar, Azim, and Akhter (2010) posit that high job satisfaction will increase organizations productivity, hence increase its overall organizational performance. Based on studies done job satisfaction has been linked with increased job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Ngo, 2009).

Abdullah, Karim, Patah, Zahari, Nair and Jusoff (2009) researched on the Linkage of employee satisfaction and loyalty in hotel industry in Klang Valley, Malaysia. It was established that job satisfaction increases employee loyalty. Khainga (2006) researched on job satisfaction and organization commitment among customer care representatives in Safaricom Ltd. Findings revealed that job satisfaction influences organization commitment. Kamau (2013) in his study on perceived relationship between motivation and job satisfaction among call center agents at Safaricom Limited. It was concluded that employees who are satisfied with their job are able to increase their performance, thus, achieve organizational objectives.

Nairobi City County Assembly serves as the regional house of representative that serves the Nation’s Capital regional area. Being a legislative organization, the assembly forms an important institution within the city that deliberates and creates legislative policies that are vital in the running of the Nairobi County administrative region and its important institutions. The county legislators commonly referred to as the Members of the County Assembly (MCA’s), are the principle policy makers in the county levels considering the fact that they represent a multitude of city residents. As such, the county assembly staffs are responsible in facilitating the procedures that are necessary to ensure that, legislative pieces and policy that are constructed by the Nairobi MCA’s are well documented and submitted for promulgation following the laid down procedures. Legally, all the proposals pitched at the Assembly plenary hall, must be assented by the County Governor before they become operational (Nairobi County Assembly, 2018).

The county assembly employee’s are obligated to create links between the County regional legislative arm and the executive branch that is headed by the County Governor. With the advent of the present constitutional dispensation, the County assemblies require personnel of impeccable skills and experience to ensure all the operations in the institutions are executed seamlessly. Considering that, the Nairobi County Assembly commenced its operations in 2013, its employees had to be taken through rigorous
training programs in order to impart them with the correct skill that were necessary for them to effectively undertake their duties within the County Assembly (Nairobi County Assembly, 2018).

Nairobi county assembly embraced capacity building programs, that involved numerous components, including; training and development, orientation to duties, transition planning and governance skills. This was undertaken with aim of instilling the best workmanship to the employees to enable the county administration undertake its duties efficiently. Little is known as to what impact the capacity building initiatives, initiated by the transitional authority wielded on the job satisfaction levels for the county assembly employees, therefore necessitating this study (Nairobi County Assembly, 2018).

1.2 Statement of the Problem

Capacity building is implemented as an operational strategy within an organization that seeks to enhance the organizational strengths in different vital operational areas so as to improve the overall organization performance or prepare the organization for anticipated future changes (Igbaekemen, 2014). Literature is replete with content on capacity building and its effect on the performance of corporate organizations, with keen concentration centering on capacity building strategies and mechanisms used to execute them (Ahmad et al., 2014).

Asava (2014) in her study on the influence of training on employee productivity in the processing sector: A case of Unga Limited Eldoret, Kenya. It was established that capacity building influences employee productivity. Mbogo (2012) in his study on influence of capacity building on service delivery by Chiefs in Imenti North District, Meru Kenya. It was revealed that capacity building influenced on employees' performance and hence effectiveness in service delivery. Muchoh (2015) conducted a research on employee perception of involvement in performance target setting in the department of Nairobi Metropolitan Development, Ministry of Lands, Housing and Urban Development. The study recommended that Nairobi Metropolitan Development, Ministry of Lands, Housing and Urban Development should consider the use of capacity building in performance target setting.

According to a study done by Damary (2016), on effect of strategic change management practices on performance of Helpage International staff in Africa. Findings revealed that
capacity building programs also led to an improvement in employee performance. Waithaka (2013) investigated the influence of employee motivation on job satisfaction: A case of government departments in Isiolo County, Kenya. It was revealed that capacity building was required to boost job satisfaction. Even though previous studies have focused on capacity building and performance none has been done on job satisfaction. Therefore, this study sought to close the gap and add more knowledge that can be used as a basis for future study by evaluating the influence of capacity building on employee job satisfaction in public institutions.

1.3 Purpose of the Study
The purpose of this study was to evaluate the influence of capacity building on employee job satisfaction in Nairobi County Assembly.

1.4 Research Questions
1.4.1 What is the influence of organizational communication on employee job satisfaction in Nairobi County Assembly?
1.4.2 What is the effect of change management on employee job satisfaction in Nairobi County Assembly?
1.4.3 What is the influence of skills training on employee job satisfaction in Nairobi County Assembly?

1.5 Significance of the Study

1.5.1 The Administrators of Nairobi County Assembly
Nairobi county assembly will use this study to develop a comprehensive framework that will offer guidance on the best way to appraise employees through capacity building and subsequently impart job satisfaction.

1.5.2 The Managers of Public Institutions
Findings form this study will be used by managers to develop a strategic program that can serve as the template in enforcing satisfactory employee job satisfaction schemes through capacity building.
1.5.3 The Government and Policy Makers

Government and policy makers will use findings and recommendation of this study to develop a comprehensive capacity building policies and regulatory framework that organizations can use to increase employee’s job satisfaction in public institutions.

1.5.4 Researchers and Academicians

This study will be used as a basis for further study. Researchers and academicians will use findings and recommendation from this study to conduct future research and identify the impact of capacity building and job satisfaction in other organization. This study will also be used to identify other capacity building factors that affect job satisfaction.

1.6 Scope of the Study

The study was undertaken within Nairobi City County. The study conducted an evaluation of capacity building on employee job satisfaction in Nairobi County Assembly employees. The target population was 108 employees. Data was collected from 85 employees. The limitation was lack of enough time to distribute questionnaires. A research assistant was hired to distribute questionnaires. The study was carried out from March until August 2018.

1.7 Definition of Terms

1.7.1 Organization Communication

Organizational communication is a dynamic process and involves complex communication techniques, networks and channels (Ali & Haider, 2012).

1.7.2 Change Management

Change management is a strategy used by organizations to ensure smooth transitions of teams, individuals and organizations to a-desired future (Todnem, 2005).

1.7.3 Skills Training

This is the process through which employees in an organization undergo initiatives that would lead to increase their knowledge and skills in effort to perform their duties more effectively (Wanger, 2017).
1.7.4 Capacity building

This refers to the initiatives adopted by an organization in effort to strengthen employee skills and abilities to impart them with operational perspective that will enable them adapt to organization and industry wide changes (Wanyama & Mutsotso, 2010).

1.7.5 Employee Job Satisfaction

Refers to the inherent levels of completeness and content an employee feels about the nature and the scope of their responsibility in their place of work (Ahmad et al., 2014).

1.8 Chapter Summary

This section of the study covered the introductory part detailing the background information on capacity building, statement of the problem, purpose of the study, research questions, significance of the study, scope and the operational definition of terms. Chapter two covered literature review based on research questions; chapter three highlighted research methodology that was used. Chapter four examined results and findings and chapter five discussed discussions, conclusion and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Literature review explores on the past studies that have been covered on a particular area of study. This focuses on the review of both empirical and theoretical evidence using critical review mechanisms. Literature review also explores the past studies with keen interest in unraveling the underlying literature gaps. This study seeks to examine the effect of capacity building on employee job satisfaction. Literature review, explores on past studies on the area of capacity building with specific focus on organizational communication, change management and skills training on employee job satisfaction.

2.2 Organizational Communication and Employee Job Satisfaction

Communication plays a vital role in designing rules, regulations and responsibilities, and presenting to the members of the organization. Organizational communication is a dynamic process and involves complex communication techniques, networks and channels (Ali & Haider, 2012). Riel and Fombrun (2007) states corporate communication is a set of activities used by an organization to manage and write internal and external communications. Organizations and managers that openly share information and encourage bi-directional communication have a higher rate of employee job satisfaction (Neves & Eisenberger, 2012). Goetsch and Davis (2010) posit that communication process between employees inside the organization might be effective and ineffective. If communication process is effective, employees are satisfied and motivated to complete their tasks, hence, increase organizational success. Ali, Ehlinaz, Mehmet and Onur (2013) examined the effect of organizational communication and job satisfaction on organizational commitment in small businesses. It was revealed that there was a positive relationship between organizational communication and job satisfaction. In addition, important aspects of organizational communication include top-down communication, upward communication and peer-to-peer communication

2.2.1 Top-Down Communication

Top-down communications flows from top management to lower employees. This type of communication is used by organizations that use authoritative style of management (Spahio, 2013). Papa, Daniels and Spiker (2008) noted that downward communication is
the transmission of massages from upper levels to lower levels of the organization hierarchy (from manager to employee, superior to subordinate). Downward communication is the flow of information and messages from a higher level to lower level (MacLeod & Clarke, 2013). Tubbs and Moss (2008) asserts that downward communication refers to flow of messages from a higher-level employee to a lower-level employee within an organization.

According to Robbins, Judge and Campbell (2010), downward communication is used by organizations to assign employees tasks, instructions and directions, inform employees of job procedures and policies, identify problems and give feedback to employees. Orpen (2012) asserts that through downward communication organizations are able to clarify and explain the deeper meaning of strategies, policies and procedures. Umuliza (2015) examined the effect of formal internal organizational communication on organizational cohesion in Kenya: A Case of Taylor Movers. It was revealed that top-down communication had a strong positive correlation with organization cohesion.

Canary (2011) states that downward communication can be used to implement goals, strategies, and objectives, instructions, policies, rules, regulations and provide employees with performance feedback. Sumeya (2016) in his study on the influence of internal communication channels on employee performance in Nonprofit Organizations in Somalia. It was established that downward communication was poor due to lack of sharing information with employees adequately, thus, affecting the way employees are given instructions and policies and procedures are communicated.

Khattak and Amanat (2010) examined moderating effects of communication direction on job satisfaction and job performance: It was revealed that downward communication has positive effect on job satisfaction and negative effect on job performance. Eylem (2015) investigated the impact of top-down communication on career satisfaction. Total population was 205 office managers working in different sectors in Istanbul. The study sampled 189 respondents. It was revealed that there waas a positive and significant correlation between top-down communications and career satisfaction.

2.2.2 Upward Communication

Upward communication is the transmission of messages from lower to higher levels of the organization (subordinates with their superiors) (Papa et al., 2008). Mumby (2013)
state that upward communication is the flow of information from the lower levels of a hierarchy to the upper levels (Mumby, 2013). Upward communication is a type of communication used by organizations to provide employees with feedback ask questions and make suggestions (Goldhaber, Porter & Yates, 2008). Bulutlar (2008) asserts that upward communication is the process where reports, complaints, grievances and rumors flows from subordinate to superior management. Giri and Kumar (2010) noted that the use of upward communication will enable employees participate in forming organization policies. In an open communication environment, upward, downward and lateral information flow is encouraged. Organizations can use both formal and informal communication techniques (Hall, 2002).

Byrne and LeMay (2006) noted that when receiving information from supervisors, employees perceived greater satisfaction when face-to-face communication was used. In addition, wide use of communicating through e-mail has been linked with lower levels of job satisfaction among employees (Merten & Gloor, 2009). Sumeya (2016) in his study on the influence of internal communication channels on employee performance in Nonprofit Organizations in Somalia. Findings showed that the organization was facing a challenge using upward communication due to lack of multiple avenues to communicate with superiors, inability of employees to provide opinions and suggestions to superiors, inability of employees to approach superiors for assistance, working together and inability of employees to express their outlook or attitude to management.

Canary (2011) noted that upward communication is used to report grievances and disputes, suggestions for improvement and performance reports. Tubbs and Moss (2008) noted that upward communication helps employees to ease the fears and obstructions of the work situation and it also assists management with the needed information for decision-making. Umuliza (2015) examined the effect of formal internal organizational communication on organizational cohesion in Kenya: A Case of Taylor Movers. It was revealed that through upward communication employees were able to make work decisions and created a two-way communications between management and employees.

Khattak and Amanat (2010) examined moderating effects of communication direction on job satisfaction and job performance: It was revealed that upward communication has positive moderating effect on both job stisfaction and job performance. Goris, Vaught and Pettit (2000) studied the effects of communication direction on job performance and
satisfaction: A moderated regression analysis. It was revealed that upward communication does not affect job satisfaction and performance.

2.2.3 Peer-to-Peer Communication

Horizontal, lateral or peer-to-peer communication is communication between individuals who are at the same hierarchical level. Through horizontal communication, the organization structure will be more flexible, accelerates problem solving, information sharing across different work groups, and task coordination between departments or project teams (Papa et al. 2008). Peer to peer communications is the process where information flows horizontally from employees who are at the same level in the organization to other employees at the same level (Wilcox & Cameron, 2011). According to Greenberg and Baron (2009), horizontal communication is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.

Tubbs and Moss (2008) noted that horizontal communication or flat communication is used in organizations to manage task accomplishment between departments, conflict resolution, facilitate teamwork and increase job satisfaction. Sumey (2016) in his study on the influence of internal communication channels on employee performance in Nonprofit Organizations in Somalia. It was established that through peer to peer communication employees were able to work as a team, create collaborations at the work place and solve challenging tasks.

Khattak and Amanat (2010) examined moderating effects of communication direction on job satisfaction and job performance: A Factorial ANOVA Technique. Finding revealed that Lateral communication has negative moderating effect on both job satisfactions. Wallace and Momanyi (2016) investigated the effects of internal communication on employee performance: A case study of Kenya Power and Lighting Company, South Nyanza Region, Kenya. It was established that lateral communication was found to be vital since it enables interactions within departments, team building and proper work coordination. Zulhamri and Jong (2014) investigated the relationship between communication satisfaction and teachers’ job satisfaction in the Malaysian. It was revealed that there was a positive relationship between horizontal and informal communication and job satisfaction. Irena and Milan (2006) conducted a research on the
influence of organizational communication on job satisfaction of police officers. It was revealed that horizontal communication influences job satisfaction.

2.3 Change Management and Job Satisfaction

Change management is a strategy used by organizations to ensure smooth transitions of teams, individuals and organizations to a-desired future (Todnem, 2005). Change management is a continued procedure used to renew organization's structure, capabilities and the direction to deal with external and internal changes (Kepkemoi & Moronge, 2015). Change management practices are activities or tasks, which helps in successful change management (De Jager, 2005).

Filzah, Cheng and Jasmani (2011) investigated change management initiatives and job satisfaction among salespersons in Malaysian direct selling industry. It was revealed that change management influences employee job satisfaction. Shivani and Anju (2016) conducted a research on organizational change and job satisfaction: An analysis of mediating effect of organizational trust.it was revealed that organizational change influences job satisfaction. Osei-Bonsu (2014) investigated the impact of change management on job satisfaction of employees in Ghana’s Banking Sector. Findings revealed that change had a positive impact on employees’ job satisfaction. The study recommends that management should encourage employees’ to participate in change management process.


Stavros (2011) examined organizational changes and job satisfaction among support staff. It was established that organizational change influences job satisfaction. Nedeljkovic, Hadzic and Cerovic (2012) studied organizational changes and job satisfaction in the
hospitality industry in Serbia. The study sampled 140 respondents. Questionnaires were used to collect data. It was established that organizational change influences employee job satisfaction.

2.3.2 Change Management Strategies
Change management strategy is the process used by organizations to manage change. Change management strategies are activities undertaken by managers to deal with change. In addition, in order for change processes to be manageable, manages should set clear priorities (Mugo, 2014).

Paton and McCalman (2008) states that strategic change management tactics help make results tangible, control the processes, guide decision making and offer security around uncertainties. Through change, an organization is able to adapt to external changes that are taking place in the industry, perform effectively and efficiently and enter new market (Neba, 2016). Kotter (1996) states in order to successfully implement the change, employees must be trained, taught new skills, given the information they need to understand where they fit into the picture and how they will be expected to operate.

Filzah et al (2011) examined change management initiatives and job satisfaction among sales persons in Malaysian direct selling industry. It was established that communication, compensation systems and training and feedback are examples of strategies used in Malaysia to manage change. Musau (2012) emphasizes that training helps employees have skills need to manage change. Staff training also contributes to increased group and individual motivation; it promotes communication between peers; facilitates change and eliminates confusion amongst employees since employees will be able to know what is expected of them and eliminate staff retention.

Musinda (2013) in his study on factors influencing change management practices in the Kenya National Audit Office (KENAO). It was concluded that change management was influenced by communication, employee adaptability, organization culture, change agents and employees' attitude. It was recommended that to successfully implement change management, Kenya National Audit Office (KENAO) should develop proper communication networks, offer employees seminars, workshops and offering training programs, increase organizational culture, install systems that are compatible with the change management practices and motivate employees.
Nzuki (2016) conducted a research on strategic change management practices at Barclays Bank of Kenya. Findings revealed that top management facilitated change implementation through training programmes and encouraging staff to adopt new organizational change. It was recommended that change management need to be understood by managers in order to identify the change management practices and also determine the challenges affecting change management; management to be trained in order to acquire skills in change management; the management to practice job rotation to ensure that employees have multiple skills such that an employee can perform more than one task

Kalima (2015) investigated strategic change management practices at the Malawi Enterprise Development Fund. It was established that to successfully implement change MEDF changed its organization structure, communicated the need to change to its employees and offered training programs. Gwengi (2010) investigated strategic change management at Frigoken Kenya limited. It was established that Frigoken Kenya limited has implemented different change management practices such as; policy, procedures and standards which are incorporated with business management functions. The organization has also defined employee’s roles and targets and performance indicators were measured on daily and weekly basis and communicated change process to its employees.

2.3.2 Change Management Process

Organizations manage change in a planned manner to avoid resistance that might occur during the implementation of change. The organization should also ensure that its subsystems are aligned to change and supports change (Johnson, Scholes & Whittington, 2006). Oseni (2007) argues that change will fail if it is not carefully planned and implemented with the support of all the organization’s stakeholders. Kotter (1996) developed an 8 step change model that can be used by managers to lead and manage change in an organization. This steps includes; create urgency, formulate power coalition, create vision for change, communicate vision, empower action, create quick wins, build on the change and make it stick.
2.3.2.1 Creates a Sense of Urgency

According to Kotter (2012), creates a sense of urgency is the process where the organization see the need for change and examining market and competitors, identifying changes and opportunities. Mabey (2007) postulated that in this stage, organizations identifies potential threats and develops scenarios showing what could happen in the future and examines opportunities that should be, or could be, exploited.

2.3.2.2 Form a Powerful Coalition

Creating the guiding coalition is the process where the organization builds a team that is use to develop strategy, eliminate obstacles and led change. An organization should also be able to work as a team and have enough responsibility and authority. According to Bevan (2011), during change management process, organizations develops a team by identifying team members; inviting participants and bringing the team together, define purpose, time commitment, process and role allocation.

2.3.2.3 Create a Vision

Create a vision for change is the process where an organization creates vision and strategies that helps direct change. The vision should be imaginable, desirable, feasible,
focused, flexible, and communicable. Creating change starts with creating a vision for change and then empowering employees to act as change agents to achieve their vision. Organization should develop goals that are specific, measurable, achievable, realistic and time-bound (Kotter, 2007). In addition, strategies developed should also be clear and easy to understand. Through this, employees are able to know what is required, hence, increase their performance and achieve organizational goals and objective.

2.3.2.4 Communicate the Vision

Communicate the vision is the process where the organization communicates its vision and strategies, change organizational structure, set goals and objectives and empower employees to achieve their objectives (Kotter, 2012). According to a research done by Otworri (2008), on management of strategic change at the cooperative insurance company of Kenya limited. It was revealed that during the implementation of change, cooperative insurance company communicated the need for change to its entire staff and also offered training to help employees know their roles and duties. Gichuki (2010) based on her study on managing organizational change at Kenya Petroleum Refineries Ltd. Findings revealed that Kenya Petroleum Refineries Ltd use emails, meetings, face to face meeting and memorandum to communicate during change management process.

2.3.2.5 Empower Action

Empower action is the process where the organization get rid of obstacles, change their system or structures that are not in line with their vision, empower employees, offer training programs and encourage employees to take risks (Kotter, 2012). Tendai (2015) states that change leaders should empower employees to act on the vision by removing obstacles that the organization might face during change and encourage employees to take risks and solve problems.

2.3.2.6 Create Quick Win

Create quick win is the process where an organization creates short term targets that employee’s are able to achieve. Tendai (2015) defines create quick win as the process where organization plan for, create and reward short term wins that will move the organization toward the new vision. In addition, organizations set targets which employee’s are able to achieve within the required time period. Through this, the
organization will be able to motivate employees to work hard and achieve their long-term goal.

2.3.2.7 Build on the Change

Build on the change is the process an organization changes its systems, structure and policy that do not fit in the vision. An organization will launch new products, hire and promote its employees. An organization will launch new products, hire, promote and develop employees who can implement the vision, strengthen the process with new projects, themes and change agents (Kotter, 2012).

2.3.2.8 Make it Stick

Make it stick is the process where the organization incorporates the new approach in their culture (Kotter, (2012). Robbins, Judge, Odendaal and Roodt (2009) argue that to make changes stick it should be part of the core of the organization. Change leaders should ensure that organization vision is shown in the day to day work, change is seen in every aspect of the organization, hence; reinforce the new change in the organization’s culture.

2.4 Skills Training and Employee Job Satisfaction

Training are programs that provide employees with information, new skills, or professional development opportunities (Elnaga & Imra, 2013). Skills training confer the process of employee capacity building an exercise considered preserve of the human resource division. HR and Human resource development is considered the key to higher productivity, better relations and greater profitability for any organization. For instance Iqbal and Muhammad (2010) assert that human productivity is crucial for growth and survival of organizations. Scase and Goffee (2017) supported the concept that higher productivity leads to ultimate societal benefits. Additional tools for strategy include the use of training and development of individuals. Training is essential for the growth and engagement of employees, though not at the risk of unnecessary spending to support a disengaged worker or workplace (Mumtaz, Rohani, Mohamed, Shahrina & Hiram, 2017).

Ngugi (2016) investigated the effect of perceived in-service training on employee job satisfaction at international livestock research institute, Kenya. Descriptive research design was used. Target population was 75 employees. Questionnaires were used to collect primary data. Findings showed that In-service training has a significant effect on employee job satisfaction. It was recommended that the organization should increase their

18
training programs, hence, increase employees job satisfaction. Terera and Hlanganipai, (2014) conducted a research on the impact of training on employee job satisfaction and retention among administrative staff members: A case of a selected tertiary institution. It was revealed that there was a significant positive relationship between training and employee job satisfactions.

Vasudeva (2014) examined the relationship of training on job satisfaction and organizational effectiveness. It was revealed that training commitment, training needs assessment, training contents and delivery approaches, and training evaluation has a significant and positive and significantly influence on job satisfaction and job performance. Kolarova (2010) studied the impact of participation in job training on employee turnover intention and the mediatory function of job satisfaction. It was recommended that organizations should offer training program opportunities to its employees. This will enable the organization reduce employee turnover rate and increase job satisfaction.

2.4.2 The Importance of Skills Training

Tharenou, Saks and Moore (2007) defined training as an organized achievement and increase of the human capital are essential for workforces to effectively done a work or to develop performance in the employee working condition. While some are of the view that it focuses education members of the organizations, how they can perform their tasks through gathering knowledge and attaining skills. Training is defined as a practice through which human capital regarding the job is provided (Blanchard & Thacker, 2013). Employees if provided with skills, education and knowledge inculcate the sense of job satisfaction. Badillo-Amador and Vila (2013) found that training when provided improperly leads to dissatisfaction of employee’s as the desired skills and job description are not aligned.

Training has a lot of benefits for both organization and employees in the form of improvement in performance of employees, productivity of the organization and quality (Aguinis & Kraiger, 2009). Researchers found that for high performance in the industry organization should deeply focus on the training (Werner & DeSimone, 2012). The now-a-days tendencies in Human Resource Management (HRM) practices all over the world are changing vigorously. Currently, companies are varied about their employee’s retention, turnover and cost cut off; therefore it is necessary for the employers to take
interest in the employee’s improvement due to training practice for that purpose to retain organization employees and also encouraged. It is studied that due to training practices employee’s motivation is increased as well as employee’s performance and organization’s performance.

Raymond (2010) defines training as a proposed strength with appropriate arrangement to develop a continuous progress of employee’s awareness, skills and abilities that are correlated to his/her job. According to Sultana, Irum and Ahmed (2012), studied impact of training on employee performance: A Study of telecommunication sector in Pakistan. It was concluded that organizations that invest in the right type of employee training are able to increase employee performance, abilities and skills. Raza, Fahad and Syed (2017 states that it is the responsibility of the organization to help its employees to receive training. For this organizations should establish a friendly atmosphere of continuous training and motivate its employees to get training.

In support of this argument, Cortini (2016) posits that those organizations which encourage its employees to receive training by offering some compensations or rewards eventually establish organizational support for training. It is significant for the organizations to inculcate the sense of new idea development. This can only be possible if training opportunities may be provided by the human resource development of an organization in order to equip them for creativity (McGuire, 2014). However, provision of opportunity is not that much easy as it is expecting in several organizations. Lindsay, Canduela, and Raeside (2013) found that lower level managers are less willing to participate in the training programs.

Alhassan (2012) studied the relationship between employee perceptions of training, organizational commitment and their impact on turnover intentions: A survey of selected SMMEs in the cape Metropole Area. Findings showed that employee training can increase employee commitment and reduce employee turnover intentions. Koikai (2012) investigated motivational factors influencing employee retention in multi purposes training institutions: A survey of selected institutions In Kenya. It was recommended that training program should be established as a regular practice through retention.
2.4.3 Types of Training Programs

DeCouza and Robbins (1996) posit that training and development programs can be classified into on-the-job training and off-the-job training. Aidah (2013) states that off-the-job training is the process of taking employee’s away from their usual work environments. It includes conferences and role-playing. On-the-job training is the process of training employees while conducting their regular work at the same working venues it includes job rotations and transfers, coaching and/or mentoring. Njoki (2015) examined the influence of in-service training on employee performance; a case of judiciary’s lower courts in Nairobi County, Kenya. Findings revealed that most employees have undergone on-job training in the form of job rotation, coaching and mentoring. Off the job training is used to increase employee’s interaction, employee retention, boost employee’s morale and increase customer satisfaction. Findings also revealed that on-the-job training and off the job training positively influences performance and therefore job satisfaction.

Mshila (2012) investigated the effects of in-service training on the performance of secondary school teachers in Kiambu West District. It was revealed that in-service training has positive effects on the performance of secondary teachers in Kiambu District. Ndunguru (2015) states that on-work training influences employee performance, career path and job security. Through training, employees are able to lean more skills and achieve organizational objectives. According to Armstrong and Stephens (2006), coaching is a person-to-person technique designed to develop individuals’ skills, knowledge and attitudes. Coaching is becoming increasingly popular. It is used by organizations to promote learning and development.

According to a survey done by Chartered Institute of Personnel and Development (CIPD) (2009), it was revealed that 71% of organizations in UK use coaching as compared to 2007 where only 63% of organizations used coaching. Moreover, 72% found coaching to be an effective tool. Job rotation is the process of moving employees to different positions in the organization to increase their knowledge and skills. Through job rotation, employees are able to be more exposed to organizational operations, increase their experience, absorb new information and stimulate new idea (Kibibi, 2011). Plowman (2010) defines job rotation as the process of allowing employees to gain more insights on organizational process, reduce boredom, reduce job burn-out, fatigue and increase employee satisfaction and motivation. Adjei (2012) investigated the impact of job rotation
It was established that job rotation is an important programme that is used to enable employees gain new skills, increase productivity, develop new relationships in the company and advance their career. Findings also revealed that organizations are facing a challenge to implement and use job rotation due to resistance from superiors, employees and lack of adequate training before employees are moved to a new department.

Schabmann, Birgit, Strassnig, Schütz and Claus-Christian (2014) states that mentoring is process where senior and highly experienced person grooms less experienced/junior employees to increase their capabilities and accomplish their tasks and responsibilities. In addition, through mentorship employees are able to become creative and innovative (May-Chiu, Ramayah & Lim, 2013). Malderez (2015) asserts that mentoring increases employee behavior, facilitates personal learning and attitude which consequently results in enhancing organizational capabilities and sustainable employees’ learning.

Hii (2012) conducted a research on the impact of mentoring on banks' employees' job satisfaction, job performance and job retention. It was established that there was a significant relationship between mentoring and employees' job satisfaction, mentoring and job performance and mentoring and job retention. Carla (2008) conducted a research on the effects of mentoring on job satisfaction among military academicians. It was revealed that there was a positive and significant relationship between mentoring and job satisfaction.

2.5 Chapter Summary

This section of the study reviewed past literature on the subject of capacity building and employee job satisfaction. The study looked at submissions from past scholars on the influence of capacity building factors including; strategic planning, transition planning and skills training on employee job satisfaction. Existing research gaps were also highlighted, areas, which this study intends to cover. The next section is chapter three, which presents the research methodology that was adopted in this study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This section of the study covers researcher methodology, which lays down the process the researcher followed in gathering the data needed for this study. Chapter three covers numerous areas, including; research design, the population of the study, sample size, sample frame, data collection methods, research procedures and data analysis and presentation of the research findings.

3.2 Research Design
Research design is the blueprint or the determined approach that will be used in the data collection, measurement and analysis of data (Cooper & Schindler, 2014). According to Green, Tull and Albaum (2009), a research design is the specification of methods and procedures for acquiring the information needed. Research design is important as it prepares proper framework within which the research work/activity was actually carried out. This approach is extremely helpful in establishing the pertinent facts as intended by the researcher in great depth in hopes to reveal universal truths on factors that affects the implementation process of strategic organizational processes like the capacity building program.

The study used descriptive design. Descriptive research is the process of gathering data that describe events. Descriptive research usually organizes, tabulates, depicts, and describes the data collection. It often visual aids such as graphs and charts to aid the reader in understanding the data distribution. In addition, the study used descriptive research because it helped the researcher get accurate information to answer the research question (Saunders, Lewis, & Thornhill, 2012). The study used quantitative research. The dependent variable was job satisfaction and the independent variable is capacity building.

3.3 Population and Sampling Design
3.3.1 Population
Population refers to an entire group of persons or elements that have at least one thing in common (Orodho, 2003). The target population in this study included all administrative
employees working at Nairobi county assembly. Coopers and Schindler (2014) observed that a population is the total collection of elements about, which the researcher wishes to make some references. It is basically the larger cluster from which individuals are chosen to participate in a study. The target population was 108 employee’s at Nairobi City County Assembly (Human Resource Data Base, 2018).

Table 3.1: Population

<table>
<thead>
<tr>
<th>Departments</th>
<th>Total Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerks</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Legal Counsels</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Hansard editors and reporters</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Sergeant- At- Arms</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Budget office</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Research Officers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Accountants</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Finance officers</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Human Resource Officer</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>ICT Officers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Internal Auditors</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Librarians</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Procurement Officers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Public Relations Officers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Administrative Officers</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Clerical officers</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Secretaries</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Personal Assistants</td>
<td>2</td>
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</tr>
<tr>
<td>Telephone Operators/Receptionist</td>
<td>1</td>
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<tr>
<td>Transport Office</td>
<td>6</td>
<td>5</td>
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<tr>
<td>Maintenance Staff</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Office Assistants/Attendants/Cleaners</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Speakers Office</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Director</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>108</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Nairobi City County Assembly Human Resource Data Base (2018)
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

To achieve success in the field survey, the sampling frame was used to determine the sampling units. Cooper and Schindler (2014) argues that a sampling frame is a list of elements from which sample is actually drawn and is closely related to the population. The target population in this study included all administrative employees working at Nairobi county assembly. The administrative employees are few and are deployed across all the departments within the Nairobi County assembly. The list of employees working at the Nairobi county assembly was obtained from the Nairobi County Public Service Board, which is the mandated institution to undertake the due diligence in recruiting, training and deploying public administration and technical employees in the county level.

3.3.2.3 Sampling Technique

Molenberghs (2013) explains sampling techniques as the process of selecting some elements from a population to represent that population. The sampling technique adopted in this study is a non-probability sampling technique since the procedure involved targeted the most conveniently available group within the organization. Furthermore, sampling technique can be viewed as the process through which the entities in a sample are identified and selected (Organisation for Economic Co-operation and Development, 2004). Saunders et al, (2012) observed that when selecting a sample size, a researcher must ensure that the right procedures are followed so as to get the most adequate number of respondents. Convenient non-probability sampling was used to select the sample size because was cost effective, easy to carry out and requires less time.

3.3.2.4 Sample Size

A sample size refers to the actual respondents the researcher aims to interview (Babbie, 2010). A sample is a set of observations drawn from a population by a-defined procedure. The sample represents a subset of a population (Orodho, 2009). Bryman and Bell (2015) argue that when selecting a sample size, a researcher must ensure that the right procedures are followed so as to get a representative number of respondents. To ascertain that the selected sample is representative of a given population, a researcher need to clearly define the characteristics of the population, establish the required sample size, and choose the appropriate method for selecting members from the population. The study
drew a sample from the list of administrative employees working at the Nairobi County Assembly.

### Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Departments</th>
<th>Total Population</th>
<th>Percentage (%)</th>
<th>Sample Size</th>
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<tbody>
<tr>
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<td><strong>108</strong></td>
<td><strong>100</strong></td>
<td><strong>85</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Process

Data collection method is an essential stage within research methodology since it discovers answers related to the research questions. Data collection instrument to be used by the researcher for this study was questionnaires, which was developed and organized on the basis of the research questions to ensure relevance to the research problem. The questionnaire focused on gathering employees’ views on the effect of capacity building.
programs on employee job satisfaction. Ideally, the primary data were provided through the questionnaires directed to respondents. According to Lietz (2010), a questionnaire is a set or sequence of questions developed to obtain information upon an area of interest, from an informant. Each participant was requested to answer similar set of questions in a preset order. Each section had close ended questions. Section A covered demographic details that described respondent’s background information. Subsequent Section B covered organization communication and employee job satisfaction, Section C contained questions on change management and job satisfaction and Section D covered questions on skills training and employee job satisfaction.

3.5 Research Procedure

Cronbach’s Alpha was conducted to determine reliability of the questionnaire. According to Bryman and Bell (2011), all reliability tests carried out through the Cronbach’s Alpha are subjected to a rule of thumb that states that the values of the factors in the study should not be lower than 0.7. 10 questionnaires were used to conduct a pilot study. The questionnaires were submitted randomly amongst selected staffs within the county assembly and whom their responses was excluded in the final study sample. Each of these selected respondent’s was given an equal chance of getting the structured questionnaire. Validity was tested by presenting the questionnaire to the supervisor of this research project to verify whether the questions captured the objectives of the project.

The researcher seek consent from the university prior to the research. The researcher was also ask for permission from the public affairs office of the Nairobi County assembly to seek consent form the assembly to proceed and carry out a research since they are selected to participate in the study. The researcher collected data personally, by use of the ‘drop and pick method’ all through the study period. In the event of slow response, the researcher kept tracking and make follow-ups on the fully completed questionnaires.

3.6 Data Analysis Methods

According to Cooper and Schindler (2014), data analysis is the process of editing and reducing accumulated data to a manageable size, developing summaries, looking for patterns and using statistical techniques. Data collected was first reviewed to detect any possible errors and omissions. In the instances where the provided data was deemed incomplete or noted errors, the respondents were re-contacted over the phone for further
clarification. The levels of measurement suitable for this case study was ordinal and nominal for qualitative and scale/interval data for the quantitative.

Data collected was analyzed through SPSS software version 22.0 and descriptive statistics. Descriptive statistical analysis included measure of central tendency such as mean, frequencies, percentages and standard deviation was also used. Quantitative data was analyzed using inferential statistics. Person correlation was also done to determine association between variable. Regression analysis was also computed to determine the influence of the independent variable on the dependent variable. Data was interpreted using figures, tables and charts.

Inferential statistical analysis tested the level of independence between the independent and the dependent variables. This performed through the regression test. A confidence interval used to give a range of values for an unidentified dimension/parameter of the employee’s population via measuring a statistical sample.

3.7 Chapter Summary

This chapter included the research design and the sample size and sampling design that was used. The chapter also discusses data collection, and data analysis. Correlation and regression analysis was done to determine the relationship between variables.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the findings based on data analysis that was done. Results are discussed based on demographic factors; gender, marital status, level of education, age and years in the organization. It also discusses results based on research questions.

4.1.1 Response Rate
The research issued a total of 85 questionnaires and a total of 48 were filled and returned giving a response rate of 56%. This is shown in Table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>48</td>
<td>56</td>
</tr>
<tr>
<td>Non-response</td>
<td>37</td>
<td>44</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographic Information

4.2.1 Gender
To analyse the gender of the respondents it was revealed that 50% of the respondents were male and 50% were female as shown in Figure 4.1.

Figure 4.1: Gender
4.2.2 Marital Status

On analysing respondent’s marital status, findings revealed that 58% of respondents were married and 42% were single as shown in Figure 4.2.

![Figure 4.2: Marital Status](image)

4.2.3 Age of the Respondents

To analyse age of respondents, it was established that 24 respondents were between 31-40 years. This represents 50% of the population, 13 respondents were between 21-30 years representing 27% of the population, 9 respondents were between 41-50 years representing 19% of the population, 1 respondent was above 51 years representing 2% of the population and 1 respondents did not respond representing 2% of the population as shown in Figure 4.3.

![Figure 4.3: Age of the Respondents](image)
4.2.4 Number of Years in the Organization

To establish number of years respondents have been in the organization, findings showed that 17 respondents have been in the organization for 1-5 years representing 36% of the population, 16 respondents have been in the organization for 6-10 years representing 33% of the total population, 13 respondents have been in the organization for over 10 years representing 27% of the population and 2 respondents have been in the organisation for less than 1 year representing 4% of the population as shown in Figure 4.4.

![Number of Years in the Organization](image)

**Figure 4.4: Number of Years in the Organization**

4.3 Reliability Test

Cronbach’s Alpha (α) was done to check reliability of the questionnaire. It was done based on variables under study. According to Bryman and Bell (2011) all reliability tests carried out through the Cronbach’s Alpha are subjected to a rule of thumb that states that the values of the factors in the study should not be lower than 0.6. Findings revealed that all variables were reliable. Cronbach’s ∞ for organization communication was 0.853, change management 0.886, skill training 0.870 and job satisfaction 0.768 as shown in Table 4.2.
Table 4.2: Reliability Statistics

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization communication</td>
<td>.853</td>
<td>10</td>
</tr>
<tr>
<td>Change management</td>
<td>.886</td>
<td>9</td>
</tr>
<tr>
<td>Skill training</td>
<td>.870</td>
<td>9</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.768</td>
<td>3</td>
</tr>
</tbody>
</table>

4.4 Organizational Communication and Employee Job Satisfaction

The first objective sought to determine the influence of organizational communication on employee job satisfaction in Nairobi County Assembly. On a scale of 1-5, Respondent were asked to rate the answers where, 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5- strongly Agree.

4.4.1 Descriptive Statistics on Organizational Communication

The results established that peer-to-peer communication is used in the organization to manage task accomplishment had the highest mean 4.06 and standard deviation of 0.861. On the item through upward communication employees were able to ask questions and make suggestions had a mean of 3.85 and standard deviation of 1.197. Through peer-to-peer communication employees were able to work as a team and solve challenging tasks had a mean of 3.83 and standard deviation of 1.226. Organization communication is used in the organization to develop rules, regulations and responsibilities had a mean of 3.68 and standard deviation of 1.200. In addition, top downward communication is used in the organization to assign tasks and instructions had a mean of 3.63 and a standard deviation of 1.331. Upward communication is used in the organization to report grievances and disputes, suggestions for improvement had a mean of 3.63 and standard deviation of 1.160. Top downward communication is used in the organization to inform employees of job procedures and policies had a mean of 3.62 and standard deviation of 1.295. Results also showed that upward communication is used in the organization to provide employees with feedback had a mean of 3.57 and standard deviation of 1.223. Upward communication is used in the organization to enable employee’s participate in forming organization policies had a mean of 3.21 and a standard deviation of 1.320. Top downward communication is used in the organization to identify problems and give feedback to employee’s had a mean of 3.19 and standard deviation of 1.191 as shown in Table 4.3.
Table 4.3: Descriptive Statistics on Organizational Communication

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization communication is used in my organization to develop rules, regulations and responsibilities</td>
<td>3.68</td>
<td>1.200</td>
</tr>
<tr>
<td>Top downward communication is used in my organization to assign tasks and instructions</td>
<td>3.63</td>
<td>1.331</td>
</tr>
<tr>
<td>Top downward communication is used in my organization to inform employees of job procedures and policies</td>
<td>3.62</td>
<td>1.295</td>
</tr>
<tr>
<td>Top downward communication is used in my organization to identify problems and give feedback to employees.</td>
<td>3.19</td>
<td>1.191</td>
</tr>
<tr>
<td>Upward communication is used in my organization to provide employees with feedback.</td>
<td>3.57</td>
<td>1.223</td>
</tr>
<tr>
<td>Through Upward communication I was able to ask questions and make suggestions.</td>
<td>3.85</td>
<td>1.197</td>
</tr>
<tr>
<td>Upward communication is used in my organization to enable employee’s participate in forming organization policies.</td>
<td>3.21</td>
<td>1.320</td>
</tr>
<tr>
<td>Upward communication is used in my organization to report grievances and disputes, suggestions for improvement</td>
<td>3.63</td>
<td>1.160</td>
</tr>
<tr>
<td>Peer to peer communication is used in my organization to manage task accomplishment</td>
<td>4.06</td>
<td>.861</td>
</tr>
<tr>
<td>Through peer to peer communication I was able to work as a team and solve challenging tasks</td>
<td>3.83</td>
<td>1.226</td>
</tr>
</tbody>
</table>

4.5 Change Management and Job Satisfaction

The second objective sought to determine the effect of change management on employee job satisfaction Nairobi County Assembly. On a scale of 1-5 Respondent were asked to rate the answers where, 1- Strongly Disagree 2-Disagree 3-Moderate 4-Agree 5- Strongly Agree.

4.5.1 Descriptive Statistics on Change Management

Findings showed that on the items vision is usually communicated to employee’s had the highest mean of 3.78 and standard deviation of .987. This was then followed by technology has been used to drive change in the organization with a mean of 3.73 and standard deviation of 1.364. Organizational change has a positive impact on employees’ job satisfaction had a mean of 3.63 and a standard deviation of 1.064. The organization creates a vision during change management process had a mean of 3.50 and standard deviation of 1.111. Change management has helped the organization adapt to external changes had a mean of 3.49 and standard deviation of 1.081. It was also established that the organization has developed policy, procedures and standards that are used during strategy management had a mean of 3.25 and standard deviation of 1.263. The
organization offers training before implementing change had a mean of 3.13 and standard deviation of 1.424. During change implementation process the organization creates short-term targets that employee’s are able to achieve had a mean of 3.10 and standard deviation of 1.242. Incentives have been used to drive change in the organization had a mean of 3.02 and standard deviation of 1.242 as shown in Table 4.4.

**Table 4.4: Descriptive Statistics on Change Management**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management has helped my organization adapt to external changes.</td>
<td>3.49</td>
<td>1.081</td>
</tr>
<tr>
<td>My organization offers training before implementing change.</td>
<td>3.13</td>
<td>1.424</td>
</tr>
<tr>
<td>Incentives have been used to drive change in my organization</td>
<td>3.02</td>
<td>1.093</td>
</tr>
<tr>
<td>Organizational change has a positive impact on employees’ job satisfaction</td>
<td>3.63</td>
<td>1.064</td>
</tr>
<tr>
<td>My organization creates a vision during change management process.</td>
<td>3.50</td>
<td>1.111</td>
</tr>
<tr>
<td>Vision is usually communicated to employees</td>
<td>3.78</td>
<td>.987</td>
</tr>
<tr>
<td>During change implementation process my organization creates short term targets that employees are able to achieve</td>
<td>3.10</td>
<td>1.242</td>
</tr>
<tr>
<td>My organization has developed policy, procedures and standards that are used during strategy management</td>
<td>3.25</td>
<td>1.263</td>
</tr>
<tr>
<td>Technology has been used to drive change in my organization</td>
<td>3.73</td>
<td>1.364</td>
</tr>
</tbody>
</table>

**4.6 Skills Training and Job Satisfaction**

The third objective sought to determine influence of skills training on employee job satisfaction Nairobi County Assembly. On a scale of 1-5 Respondent were asked to rate the answers where, 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5- Strongly Agree.

**4.6.1 Descriptive on Skills Training**

Respondent’s opinion on skills training influences employee job satisfaction had the highest mean of 4.15 and standard deviation of 0.922. Next was training has motivated employees to work hard with a mean of 4.06 and standard deviation of 0.976. Through training, the organization productivity and product/service quality has increased had a mean of 3.92 and standard deviation of 0.986. The organization is facing a challenge implementing use of job rotation due to resistance from superiors, employee’s and lack of
adequate training before employees are moved to a new department had a mean of 3.67 and standard deviation of 1.277. Additionally, findings revealed that on-the-job training is used in the organization to increase employee’s interaction, boost employee’s morale and increase customer satisfaction had a mean of 3.65 and standard deviation of 1.229. Training has helped the organization to reduce employee turnover rate had a mean of 3.60 and standard deviation of 1.047. The organization offers off-the-job training had a mean of 3.27 and standard deviation of 1.233. The organization offers off-the-job training opportunities such as conferences had a mean of 3.13 and standard deviation of 1.469. The organization offers job rotation; coaching and mentoring opportunities had a mean of 2.81 and standard deviation of 1.227 as shown in Table 4.5.

Table 4.5: Descriptive Statistics on Skills Training

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through training, my organization productivity and product/service quality has increased.</td>
<td>3.92</td>
<td>.986</td>
</tr>
<tr>
<td>Training has motivated me to work hard</td>
<td>4.06</td>
<td>.976</td>
</tr>
<tr>
<td>Skills training influences employee job satisfaction</td>
<td>4.15</td>
<td>922</td>
</tr>
<tr>
<td>Training has helped my organization to reduce employee turnover rate.</td>
<td>3.60</td>
<td>1.047</td>
</tr>
<tr>
<td>My organization offers off –the-job training</td>
<td>3.27</td>
<td>1.233</td>
</tr>
<tr>
<td>On- the-job training is used in my organization to increase employee’s interaction, boost employee’s morale and increase customer satisfaction.</td>
<td>3.65</td>
<td>1.229</td>
</tr>
<tr>
<td>My organization offers job rotation, coaching and mentoring opportunities.</td>
<td>2.81</td>
<td>1.227</td>
</tr>
<tr>
<td>My organization is facing a challenge implementing use of job rotation due to resistance from superiors, employee’s and lack of adequate training before employees are moved to a new department.</td>
<td>3.67</td>
<td>1.277</td>
</tr>
<tr>
<td>My organization offers off-the-job training opportunities such as conferences</td>
<td>3.13</td>
<td>1.469</td>
</tr>
</tbody>
</table>

4.7 Job Satisfaction

The study sought to determine level of employee’s job satisfaction. On a scale of 1-5 Respondent were asked to rate the answers where, 1- Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5- Strongly Agree.
4.7.1 Descriptive Statistics on Job Satisfaction

The study revealed that respondent’s opinion on they are committed to the organization had the highest mean of 4.21 and standard deviation of 1.010. This was followed by they put in extra effort in my work had a mean of 4.06 and standard deviation of 1.262. However, respondents could not reach an agreement on they are happy with my work responsibilities had a mean of 3.94 and standard deviation of 1.137 as shown in Table 4.6.

Table 4.6: Descriptive Statistics on Skills Training

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am happy with my work responsibilities</td>
<td>3.94</td>
<td>1.137</td>
</tr>
<tr>
<td>I put in extra effort in my work</td>
<td>4.06</td>
<td>1.262</td>
</tr>
<tr>
<td>I am committed to my organization</td>
<td>4.21</td>
<td>1.010</td>
</tr>
</tbody>
</table>

4.8 Correlation between Factors of Capacity Building and Employee Job Satisfaction

The study did a correlation analysis to determine the relationship between capacity building and employee job satisfaction. It was established that there was a strong and positive correlation between organization communication and job satisfaction (r=0.719**, p<0.00). It was also revealed that there was a strong and positive correlation between change management and job satisfaction r=0.637**, p<0.00 and also a strong and positive correlation between skill training and job satisfaction r=0.693**, p<0.000. As shown in Table 4.7.
Table 4.7 Correlation between Factors of Capacity Building and Employee Job Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Correlations</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Job satisfaction</td>
<td>Organization communication</td>
<td>Change management</td>
<td>Skill training</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.719**</td>
<td>.637**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.00</td>
<td>0.000</td>
</tr>
<tr>
<td>Organization</td>
<td>Pearson Correlation</td>
<td>.719**</td>
<td>1</td>
<td>.748**</td>
</tr>
<tr>
<td>communication</td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Change management</td>
<td>Pearson Correlation</td>
<td>.637**</td>
<td>.748**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Skill training</td>
<td>Pearson Correlation</td>
<td>.693**</td>
<td>.707**</td>
<td>.886**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

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

4.8.1 Regression Analysis

The research analyzed the relationship between job satisfaction and organization communication, change management and skill training. The results showed that the $R^2$ value was 0.591 hence 59% of the variation in job satisfaction was explained by the variations in organization communication, change management and skill training. As shown in Table 4.8

Table 4.8: Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.769*</td>
<td>.591</td>
<td>.563</td>
<td>.62318</td>
<td>0.591</td>
<td>21.184</td>
<td>3</td>
<td>44</td>
<td>0.00</td>
</tr>
</tbody>
</table>

A. Predictors: (Constant), organization communication, change management and skill training
4.8.1.1 ANOVA

An ANOVA analysis was done between of capacity building on employee job performance and at 95% confidence level, the F value= 21.184, P<0.000, thus, it is established that capacity building has a significant effect on employee job performance. As shown in Table 4.9.

Table 4.9: Anova

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>24.681</td>
<td>3</td>
<td>8.227</td>
<td>21.184</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>17.088</td>
<td>44</td>
<td>.388</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>41.769</td>
<td>47</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee job satisfaction  
b. Predictors: (Constant), organization communication, change management and skill training

4.8.1.2 Coefficients of Capacity Building and Employee Job Satisfaction

The findings in Table 4.10 show that organizational communication had a positive and significant effect on job satisfaction (β=0.501, p<0.001). It was also revealed that skill training also had a positive and significant effect on job satisfaction (β=0.493, p<0.024). However, it was revealed that change management did not have any significant influence on job satisfaction (β=−0.175, p<0.440).

Table 4.10: Coefficients of Capacity Building and Employee Job Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.516</td>
<td>.455</td>
<td>.501</td>
<td>1.132</td>
</tr>
<tr>
<td>Organization</td>
<td>.591</td>
<td>.173</td>
<td>.501</td>
<td>3.413</td>
</tr>
<tr>
<td>communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change management</td>
<td>-.191</td>
<td>.245</td>
<td>-.175</td>
<td>-.780</td>
</tr>
<tr>
<td>Skill training</td>
<td>.575</td>
<td>.245</td>
<td>.493</td>
<td>2.345</td>
</tr>
</tbody>
</table>
4.9 Chapter Summary

This chapter has discussed result and findings based on data collected from the field. The first section has covered results on demographic information, the second section has discussed outcome based on organizational communication, the third section has discussed findings on change management and the last chapter has discussed results on still training. The chapter has also done a correlation and regression analysis and also Cronbach ω was done to determine reliability.
CHAPTER FIVE

5.0 DISCUSSION CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section has provided a summary of research findings, discussions, conclusions and recommendations. Moreover, the findings of the study are drawn from the reviewed literature. This was organized based on research questions which were used to determine how organization communication, change management and skilled training affected job satisfaction.

5.2 Summary of Findings

The purpose of this study was to evaluate the influence of capacity building on employee job satisfaction in Nairobi County Assembly. The study was guided by the following research questions; What is the influence of organizational communication on employee job satisfaction in Nairobi County Assembly? What is the effect of change management on employee job satisfaction in Nairobi County Assembly? What is the influence of skills training on employee job satisfaction Nairobi County Assembly?

The study used descriptive research design. Target population was 108 employee’s at Nairobi City County Assembly. Non-probability sampling technique was used to select a sample size of 85 employees. Data was collected using structured questionnaires. Data collected was analyzed through SPSS software version 22.0 and descriptive statistics. Cronbach’s Alpha was conducted to determine reliability of the questionnaire. Descriptive statistical analysis included measure of central tendency such as mean, standard deviation, frequencies and percentages. Person correlation was also done to determine association between independent and dependent variables. Regression analysis was computed to determine the influence of the independent variable on dependent variable. Data was interpreted using figures, tables and charts.

The findings on influence of organizational communication on employee job revealed that respondents agreed that peer-to-peer communication is used in the organization to manage task accomplishment. Through upward communication employees were able to ask questions, through peer-to-peer communication employees were able to work as a
team and solve challenging tasks. Organization communication is used in the organization to develop rules, regulations and responsibilities. In addition it was also revealed that respondents agreed that top downward communication is used in the organization to assign tasks and instructions. Upward communication is used in the organization to report grievances and disputes, suggestions for improvement. Top downward communication is used in the organization to inform employees of job procedures and policies and upward communication is used in the organization to provide employees with feedback. However, respondents showed mixed reactions on upward communication is used in the organization to enable employees participate in forming organization policies and top downward communication is used in the organization to identify problems and give feedback to employees. Findings from regression analysis revealed that organizational communication influences job satisfaction ($\beta=0.501$, $p<0.001$).

The findings based on the effect of change management on employee job satisfaction revealed that respondent’s agreed that vision is usually communicated to employees. Technology has been used to drive change in the organization. Organizational change has a positive impact on employees’ job satisfaction and organization creates a vision during change management process. However, their was a disagreement on Change management has helped the organization adapt to external changes. The organization has developed policy, procedures and standards that are used during strategy management. The organization offers training before implementing change. During change implementation process the organization creates short-term targets that employees are able to achieve and incentives have been used to drive change in the organization ($\beta=0.493$, $p<0.024$).

The findings on influence of skills training on employee job satisfaction revealed that respondent’s agreed that skills training influences employee job satisfaction. Training has motivated employees to work hard. Through training, the organization productivity and product/service quality has increased. The organization is facing a challenge implementing use of job rotation due to resistance from superiors, employee’s and lack of adequate training before employee’s are moved to a new department. It was also revealed that respondents agreed that training has helped the organization to reduce employee turnover rate and on-the-job training is used in the organization to increase employee’s interaction, boost employee’s morale and increase customer satisfaction. However, respondents showed mixed reactions on the organization offers off-the-job training and the organization offers off-the-job training opportunities such as conferences. Findings
also revealed that respondents’ disagreed on the organization offers job rotation; coaching and mentoring opportunities ($\beta=-0.175$, $p<0.440$).

5.3 Discussion

5.3.1 Organization Communication and Job Satisfaction

The findings showed that peer-to-peer communication is used in the organization to manage task accomplishment. Similar to this study according to Papa et al. (2008), peer-to-peer communication is communication between individuals who are at the same hierarchical level. Through horizontal communication, the organization structure will be more flexible, accelerates problem solving, information sharing across different work groups, and task coordination between departments or project teams.

The findings indicated that through upward communication employees were able to ask questions and make suggestions a. In contrast with this statement, a study done by Sumeyya (2016) revealed that Nonprofit Organizations in Somalia are facing challenge using upward communication due to lack of multiple avenues to communicate with superiors, inability of employees to provide opinions and suggestions to superiors, inability of employees to approach superiors for assistance, working together and inability of employees to express their outlook or attitude to management.

The findings established that through peer to peer communication employees were able to work as a team and solve challenging tasks. In contrast according to Sumeyya (2016), in his study it was established that through peer to peer communication employees were able to work as a team, create collaborations at the work place and solve challenging tasks. In addition, according to a study done by Wallace and Momanyi (2016) it was established that lateral communication was found to be vital since it enables interactions within departments, team building and proper work coordination.

The findings revealed that organization communication is used to develop rules, regulations and responsibilities and upward communication is used in the organization to enable employees participate in forming organization policies. In contrast, Ali and Haider (2012) assert that communication plays a vital role in designing rules, regulations and responsibilities, and presenting to the members of the organization. The findings showed that top-downward communication is used in the organization to assign tasks and instructions and top downward communication is used in the organization to inform
employees of job procedures and policies. According to Robbins et al (2010), downward communication is used by organizations to assign employees tasks, instructions and directions, inform employees of job procedures and policies, identify problems and give feedback to employees. Orpen (2012) asserts that through downward communication organizations are able to clarify and explain the deeper meaning of strategies, policies and procedures.

The findings revealed that upward communication is used in the organization to report grievances and disputes, suggestions for improvement. Bulutlar (2008) asserts that upward communication is the process where reports, complaints, grievances and rumors flows from subordinate to superior management. Canary (2011) noted that upward communication is used to report grievances and disputes, suggestions for improvement and performance reports. The findings indicated that respondents’ disagreed on upward communication is used in the organization to provide employees with feedback and policies. In contrast Goldhaber et al (2008) states that upward communication is a type of communication used by organizations to provide employees with feedback ask questions and make suggestions. Giri and Kumar (2010) noted that the use of upward communication will enable employees participate in forming organization policies.

5.3.2 Change Management and Job Satisfaction

Findings indicated that vision is usually communicated to employees. In contrast to this statement, according to a research done by Otwori (2008) it was revealed that during the implementation of change, cooperative insurance company communicated the need for change to its entire staff and also offered training to help employees know their roles and duties. Additionally, a study done by Gichuki (2010) also revealed that Kenya Petroleum Refineries Ltd use emails, meetings, and face to face meeting and memorandum to communicate during change management process.

The findings revealed that the organization creates a vision during change management. According to Kotter (2007) create a vision for change is the process where an organization creates vision and strategies that helps direct change. The vision should be imaginable, desirable, feasible, focused, flexible, and communicable. Creating change starts with creating a vision for change and then empowering employees to act as change agents to achieve their vision. Organization should develop goals that are specific, measurable, achievable, realistic and time-bound.
The findings established that organizational change has a positive impact on employees’ job satisfaction. In contrast, according to studies done by Muhammad and Long (2015), Osei-Bonsu (2014) and Shivani and Anju (2016) it was revealed that change has a positive impact on employees’ job satisfaction. In addition Osei-Bonsu (2014) recommends that management should encourage employees’ to participate in change management process.

The findings showed that there was disagreement on change management has helped the organization adapt to external changes. In contrast Paton and McCalman (2008) states that strategic change management tactics help make results tangible, control the processes, guide decision making and offer security around uncertainties. Through change, an organization is able to adapt to external changes that are taking place in the industry, perform effectively and efficiently and enter new market (Neba, 2016). The findings established that respondents’ had a mixed reaction on the organization has developed policy, procedures and standards that are used during strategy management. However, according to a study done by Gwengi (2010) it was established that Frigoken Kenya limited has implemented different change management practices such as; policy, procedures and standards which are incorporated with business management functions. The organization has also defined employee’s roles and targets and performance indicators were measured on daily and weekly basis and communicated change process to its employees.

The Findings that there was disagreement on the organization offers trained before implementing change. In contrast to our findings Musau (2012) emphasizes that training helps employees have skills need to manage change. Staff training also contributes to increased group and individual motivation; it promotes communication between peers; facilitates change and eliminates confusion amongst employees since employees will be able to know what is expected of them and eliminate staff retention. In addition, Musinda (2013) in his study, it was recommended that to successfully implement change management, Kenya National Audit Office (KENAO) should offer employees seminars, workshops and offering training programs.

Findings showed that respondent showed mixed reaction on during change implementation process the organization creates short term targets that employees are able to achieve and incentives have been used to drive change in my organization. Tendai
(2015) noted that create quick win is the process where organization plan for, create and reward short term wins that will move the organization toward the new vision. In addition, organizations set targets which employee’s are able to achieve within the required time period. Through this, the organization will be able to motivate employees to work hard and achieve their long-term goal.

5.3.3 Skills Training and Job Satisfaction

The findings established that skills training influences employee job satisfaction. Similar to our findings, studies done by Terera and Hlanganipai (2014) and Vasudeva (2014) revealed that there was a significant positive relationship between training and employee job satisfactions. Ngugi (2016) recommended that the organization should increase their training programs, hence, increase employees job satisfaction.

The findings indicated that training has motivated employees to work harder. Aguinis and Kraiger (2009) noted that through training the employee’s are able to increase their performance, productivity and product quality. Sultana et al (2012) in his study it was concluded that organization that invest in the right type of employee training are able to increase employee performance, capabilities and skills.

The findings showed the organization is facing a challenge implementing use of job rotation due to resistance from superiors, employee’s and lack of adequate training before employees are moved to a new department. However, according to a study done by Adjei (2012) findings revealed that organizations are facing a challenge to implement and use job rotation due to resistance from superiors, employees and lack of adequate training before employees are moved to a new department.

The findings established that on on-the-job training is used in the organization to increase employee’s interaction, boost employee’s morale and increase customer satisfaction and the organization offers off-the-job training. According to Njoki (2015) in her study, findings revealed that most employees have undergone on-job training in the form of job rotation, coaching and mentoring. Off the job training is used to increase employee’s interaction, employee retention, boost employee’s morale and increase customer satisfaction. Findings revealed that there was a disagreement on the organization offers off-the-job training opportunities such as conferences and the organization offers job rotation; coaching and mentoring opportunities. According to Armstrong and Stephens
coaching is becoming increasingly popular. It is used by organizations to promote learning and development. A survey done by Chartered Institute of Personnel and Development (CIPD) (2009), it was revealed that 71% of organizations in UK use coaching as compared to 2007 where only 63% of organizations used coaching. Moreover, 72% found coaching to be an effective tool. Kibibi (2011) states that through job rotation, employee’s are able to be more exposed to organizational operations, increase their experience, absorb new information and stimulate new ide.

The findings revealed that through training, the organization productivity and product/service quality has increased. Adjei (2012) in his study, it was established that job rotation is an important programme that is used to enable employees gain new skills, increase productivity, develop new relationships in the company and advance their career. Schabmann et al (2014) states that mentoring is process where senior and highly experienced person grooms less experienced/junior employees to increase their capabilities and accomplish their tasks and responsibilities. The findings showed that training has helped the organization to reduce employee turnover rate. According to a study done by Alhassan (2012) it was established that employee training can increase employee commitment, thus, reduce employee turnover intentions within the organization. Koikai (2012) in his study, it was recommended that training program should be established as a regular practice through this, an organization is able to increase employee satisfaction and increase retention.

5.4 Conclusions

5.4.1 Organizational Communication and Employee Job Satisfaction

Peer to peer communication is used to oversee task accomplishment. However, the use of peer-to-peer communication has not motivated employees to work as a team and solve challenging tasks. In addition, communication is not used to develop rules, regulations and responsibilities, upward communication is not used to report grievances and disputes, suggestions for improvement, give employee feedback and downward communication is not used to inform employees of job procedures and policies.
5.4.2 Change Management and Job Satisfaction

Change management is a strategy used by organizations to ensure smooth transitions of teams, individuals and organizations to a desired future. However, Nairobi County Assembly is not able to implement change management because of lack of policy, procedures and standards, communicating organization vision, employee training, and incentives to motivate employees, and short-term targets. Through this, the organization is not able to deal with changes that are taking place in the external environment and increase employee’s job satisfaction.

5.4.3 Skills Training and Job Satisfaction

Through skill training, Nairobi County Assembly is able to motivated employees to work hard, increase organization productivity and product/service quality, reduce employee turnover rate and increase employee job satisfaction. However, the organization does not offer off-the-job training opportunities such as conference offers job rotation; coaching and mentoring opportunities due to resistance from superiors, employees and lack of adequate training before employees are moved to a new department.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Organizational Communication and Employee Job Satisfaction

Nairobi County Assembly should develop different communication strategies that they can use to communicate with their employees. Through this, employees will be able to understand what is required from them, express their opinions, reduce resistance and fear, building a bond among employees and increase job satisfaction.

5.5.1.2 Change Management and Job Satisfaction

To successfully implement change management, there is a need for Nairobi County Assembly to effectively communicate change management strategies to its employees, involve employees during change management planning, offer training and develop goals that employees will be able to meet. This will help the employees know their expectations from them and motivate them to reach their goals.
5.5.1.3 Skills Training and Job Satisfaction

It is recommended that Nairobi County Assembly should develop new training programs that will motivate employees to achieve their goals. Moreover, through training the organization is also able to increase employee’s skills and knowledge employees’ and job satisfaction.

5.5.2 Recommendations for Further Studies

This study purpose of the study was to evaluate the influence of capacity building on employee job satisfaction in public institutions. Based on my findings very few researches have been done on capacity building and job satisfaction. I therefore, recommend that similar study should be done in another organization. In addition studies should be done on change management process and its effect on job satisfaction. Further studies ought
APPENDIX I: QUESTIONNAIRE
An Evaluation into the Influence of Capacity Building on Employee Job Satisfaction in Public Institutions: A Case Study of the Nairobi County Assembly

SECTION A: DEMOGRAPHIC INFORMATION

Please tick the most appropriate answer (√)

1. What is your gender? Male □ Female □
2. What is your marital status?
   Single □ Married □ Divorced □
3. What is your highest level of education?
   O-level □
   College certificate □
   Bachelor degree □
   Master degree □
   Doctorate □
4. What is your age?
   21 to 30 □ 31 to 40 □ 41 to 50 □ Over 51 years □
5. How long have you worked in the organization
   Less than 1 year □
   1-5 years □
   6-10 years □
   Over 10 years □
SECTION B: Influence of Organizational Communication on Employee Job Satisfaction

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. **5= Strongly Agree 4=Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree**

<table>
<thead>
<tr>
<th>Organization Communication</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
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</thead>
<tbody>
<tr>
<td>1. Organization communication is used in my organization to develop rules, regulations and responsibilities</td>
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<td>2. Top downward communication is used in my organization to assign tasks and instructions</td>
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<tr>
<td>3. Top downward communication is used in my organization to inform employees of job procedures and policies</td>
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<td>4. Top downward communication is used in my organization to identify problems and give feedback to employees.</td>
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<td>5. Upward communication is used in my organization to provide employees with feedback.</td>
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<td>6. Through Upward communication I was able to ask questions and make suggestions.</td>
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<td>7. Upward communication is used in my organization to enable employees participate in forming organization policies.</td>
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<td>8. Upward communication is used in my organization to report grievances and disputes, suggestions for improvement</td>
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<td>9. Peer to peer communication is used in my organization to manage task accomplishment</td>
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<td>10. Through peer to peer communication I was able to work as a team and solve challenging tasks</td>
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SECTION C: Effect of Change Management on Employee Job Satisfaction

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5= Strongly Agree 4=Agree, 3= Neutral, 2 =Disagree, 1= Strongly Disagree

<table>
<thead>
<tr>
<th>Change Management</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
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</thead>
<tbody>
<tr>
<td>1 Change management has helped my organization adapt to external changes.</td>
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<td>2 My organization offers training before implementing change.</td>
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<td>3 Incentives have been used to drive change in my organization</td>
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<td>4 Organizational change has a positive impact on employees’ job satisfaction</td>
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<td>5 My organization creates a vision during change management process.</td>
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<td>6 The vision is usually communicated to employees</td>
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<td>7 During change implementation process my organization creates short term targets that employees are able to achieve</td>
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<td>8 My organization has developed policy, procedures and standards that are used during change management</td>
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<tr>
<td>9 Technology has been used to drive change in my organization</td>
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</tbody>
</table>
SECTION D: Influence of Skills Training on Employee Job Satisfaction

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5= Strongly Agree, 4=Agree, 3= Neutral, 2 =Disagree, 1= Strongly Disagree

<table>
<thead>
<tr>
<th>Skills Training</th>
<th>SD</th>
<th>D</th>
<th>N</th>
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<tbody>
<tr>
<td>1 Through training, my organization productivity and product/service quality has increased.</td>
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<td>2 Training has motivated me to work hard</td>
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<td>3 Skills training influences employee job satisfaction</td>
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<td>4 Training has helped my organization to reduce employee turnover rate.</td>
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<tr>
<td>5 My organization offers off –the-job training.</td>
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<tr>
<td>6 On- the -job training is used in my organization to increase employee’s interaction, boost employee’s morale and increase customer satisfaction.</td>
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<tr>
<td>7 My organization offers job rotation, coaching and mentoring opportunities.</td>
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<tr>
<td>8 My organization is facing a challenge implementing use of job rotation due to resistance from superiors, employee’s and lack of adequate training before employees are moved to a new department.</td>
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<tr>
<td>9 My organization offers off-the-job training opportunities such as conferences</td>
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</table>
SECTION E: Job Satisfaction

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5= Strongly Agree 4=Agree, 3= Neutral, 2 =Disagree, 1= Strongly Disagree

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>SD</th>
<th>D</th>
<th>N</th>
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<th>SA</th>
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</thead>
<tbody>
<tr>
<td>1. I am happy with my work responsibilities</td>
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<td>2. I put in extra effort in my work</td>
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<tr>
<td>4. I am committed to my organization</td>
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</tbody>
</table>

Thank you for your cooperation
REFERENCES


Ambidexterity: structural alteration and strategy formation process during transition.


