WORK ENVIRONMENT AND EMPLOYEES SATISFACTION AT CYTONN INVESTMENT LIMITED

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ABSTRACT

Cytonn Investments Limited is currently experiencing high employee turnover rates, especially with the junior members of staff; a situation that has prompted this study to be conducted with a focus on the organization. The purpose of this study was to investigate the influence of working environment on job satisfaction of employees in Cytonn investment. The study was guided by four specific objectives namely; to find out the influence of physical work environment, relationship, managerial practices and work life balance on job satisfaction of employees in Cytonn investment. The research was guided by affective event theory, two-factor theory and equity theory. Descriptive survey design was adopted for the study. The study target population was 450 employees from Cytonn Investment Limited while simple random sampling technique was used to select 137 respondents to participate in the study. Questionnaires were used to collect quantitative data. Pilot study was conducted to establish the validity and reliability of the questionnaires. Descriptive statistics such as percentages and means and regression analysis were used to analyze data. The study revealed that physical work environment, managerial practices, employee relationships and work life balance positively and significantly influenced employee job satisfaction. The study concludes that A positive physical work environment makes employees feel happy about coming to work every day and allows employees to focus on their goals, maintaining healthy employee relations in

an organization is a pre-requisite for organizational success. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level. Managerial practices enable managers to decide what should be done to accomplish given tasks and to handle situations which may arise in management, makes the role of managers concrete, guide managers in decision making and action and provide understanding of management process what managers would do to accomplish what. Having a positive work-life balance can help the employees in Cytonn investment establish enough time for both work and the many other facets of their lives. The study recommends that Managers of the County should create a positive atmosphere by focusing on giving employees more control over their work, such as giving them the ability to choose their tasks and flexibility in demonstrating how they have completed those tasks, The County should maintain a continuous interaction with the employees. Keep them updated about company's policies, procedures and decisions, The County should understand good management practices through research or formal education in order to create a business model that can improve employee productivity, eliminate redundancy in processes and increase retention rates and that the County should have flexible working hours, supporting employees with caring duties, implementing reasonable time and communication expectations.

Key Words: *work environment, employees satisfaction, Cytonn Investment Limited*

INTRODUCTION

Job satisfaction among employees is the pillar on which performance in an institution is hinged. One of the most important goals organizations is to exhaust the opportunities of getting the optimum employee performance in order to achieve organizational objectives (Butler & Rose, 2011). Employees working environment is one of the major factors which influence the level of job satisfaction among employees. According to Chandrasekar (2011), employees' productivity is determined by the environment in which they work. The utmost significant empirical evidence which indicates the deteriorating working environment of an organization has to do with the truncated job satisfaction rate (Salunke, 2015).

The work environment can be described as the environment in which people are working it is wide and incorporates the physical scenery examples noise, equipment, heat, fundamentals of the job itself workload, task, complexity. Extensive business features include: culture, history. On extra business background it involves industry setting, workers relation. However, all the aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees (Jain & Kaur, 2004).

Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Farh, 2012). Asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper. The workplace environment consists of physical factors, which include the office layout and design among other factors. The psychosocial factors include working conditions, role congruity and social support. Other aspects of the workplace environment are the policies, which include employment conditions. A better physical workplace environment boosts employees' performance (Chandrasekar, 2011).

Globally, employees who exhibit poor work environment are considered to be counter-productive. They tend to exhibit couter-productive behavior such as burnout, withdrawal, as well as aggression in the workplace. Another global perspective on work environment is that perceived fairness, procedural justice, and fair workplace policies play the greatest role in employees perceiving their work environment positively (Sattar, 2014).

In Kenya, work environment is observed to have both positive and negative effects on the psychological and welfare of employees. The Kenyan government acknowledges that over the years there has been poor performance in the public sector, thus hindering service delivery, which has affected the realization of sustainable economic growth. According to OSHA (2007) every workplace shall be kept in a clean state, and free from effluvia arising from any drain, sanitary convenience or nuisance and without prejudice to the generality of subsection. It should be clean, well ventilated, lighting, proper drainage and proper sanitation

Smith (2010) urges that work environment can implicate the social relation at workplace and also maintain the relationship between colleague, supervisor and the organization. It describes the neighboring circumstances in which employees are working together. A satisfied, happy and hardworking employee is biggest asset of any organization. Effective results & productivity for any organization is depending on the level of satisfaction of employees and work environment is one of the most important factors which influence the satisfaction & motivation level of employees. Efficient human resource management and maintain good work environment or culture effects not only the performance of employee & organization but also affects the growth & development of entire economy.

STATEMENT OF THE PROBLEM

Cytonn Investments Limited is a private firm dealing largely in real estate development. Being a private firm, the government and other state institutions have little say on the manner in which it manages the affairs of its employees. It has a unique organizational culture that aims at maximizing employee productivity. The company currently experiences high employee turnover rates, especially with the junior members of staff; a situation that has prompted this study to be conducted with a focus on the organization. In order to reach their organizational peak performance, the mobile companies must be able to create a workplace environment where employees are motivated to work (Boles et al. 2004). Workplace environment plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for learning, working and achieving. Work environment comprises the totality of forces and influential factors that are currently or potentially contending with the employees' activities and performance. Providing a good workplace environment increases employee performance in organizations (Shikdar & Shawaqed, 2010). Chitra and Mahalakshmi (2013) considered ten variables to measure quality of work life namely support from organization, work-family conflict, relationship with peers, self-competence, impact of job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. The study reveals that each of these QWL variables is a salient predictor of Job Satisfaction. According to study by Joshua (2011), on environmental factors affecting employee performance in Middle East business performance brought about conclusion that, failure to understand the work environment can generate to poor performance due to constraints to the staff. Another study by Kairu (2013) on challenges facing employee job satisfaction in Ethiopia public institutions brought about the understanding that, management efforts to control environmental impacts to employees enhances satisfaction which translates to improved work performance within the public institutions. Arnetz (1999), argue that in organizations, can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviours to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top

management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance. According to Skaalvik (2014), Self-efficacy and autonomy are associated with adaptive motivational and emotional outcome. What this means is that employees need to be motivated in order for them to have high levels of self-efficacy and autonomy. At the same time, high levels of self-efficacy and autonomy among employees can only be achieved when attention is paid to the emotional wellbeing of an employee. The reason behind this is that it improves employee job satisfaction. What this means is that the organizations need to reform their work environment if they are to succeed in to have a motivated workforce. Thus, this research aims to fill this gap by investigating how work environment influences job satisfaction at Cytonn Investment limited Kenya.

GENERAL OBJECTIVE

The general objective of the study was to investigate work environment and job satisfaction among employees working in Cytonn Investments Limited, Kenya.

SPECIFIC OBJECTIVES

1. To find out whether physical work environment influences job satisfaction of employees at Cytonn Investments.
2. To assess whether employee relationships influences job satisfaction of employees at Cytonn Investments Limited.
3. To determine whether managerial practices influences job satisfaction of employees at Cytonn Investments Limited.
4. To establish whether work-life balance influences job satisfaction of employees at Cytonn Investments Limited.

THEORETICAL REVIEW

Affective Theory

The affective event theory was developed by Howard Weiss alongside Russell Cropanzano Dugguh & Dennis (2014). The theory attempts to explain the effects of moods and emotions on job satisfaction among employees. It attempts to demonstrate the link that exists between employee internal influencers such as mental state, emotions, and cognitions and the manner in which their reactions to incidents that occur within their work environment tend to impact on their job satisfaction, organizational commitment, as well as their performance. An employee emotions and moods tend to explain an individual's affective work behavior. At the same time, the theory acknowledges that cognitive based behaviors tend to be the best predictors of employee job satisfaction .According to the affective event theory, incidents that induce positive

emotions and those that induce negative emotions can be distinguished and that they all tend to impact on job satisfaction.

In relation to our study, Rolland & De Fruyt (2012) argues that factors that relate to job satisfaction are therefore called satisfiers or motivators. The following factors stood out as strong determinants of job satisfaction namely achievement, recognition, work itself, responsibility and opportunity for advancement or promotion. Affective theory views a number of factors that influence the theory. These are consciousness, agreeableness, neuroticism, openness to experience, and extraversion. Finally performance feedback has an important influence on employee affect. Regular reviews should be done on regular basis in both medium and large organizations. The type of feedback on performance provided by managers can affect employee performance and job satisfaction (Fisher & Ashkanasy, 2000).

Closely related to this theory is Locke's (2011) range of Affect Theory. The major premise of this theory is that satisfaction is determined by a discrepancy between what an employee wants in a job what he has in a job. The theory further states that how much one valued a given facet of work for example, the degree of autonomy moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a particular facet of a job, his satisfaction is more greatly impacted both positively that's if expectations are met. Negatively when expectations are not met .This compared to one who does not value that facet. However, too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet (Spector, 2014).

The affective event theory supports the proposed study on work environment and job satisfaction. It acknowledges the fact that work environment tends to have a great impact on job satisfaction among employees. The theory is of the view that incidents that occur within the work environment can either induce positive or negative emotions and moods. In the process, these incidents tend to impact on organizational commitment, job performance, as well as job satisfaction. The theory encourages organizations to only encourage incidents that are likely to induce positive moods and emotions among employees if they wish have employees who are satisfied (Dugguh & Dennis, 2014).

Two-Factor Theory

Frederick Herzberg advanced the Two Factor Theory in 1959. This study was grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2013). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; wile hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the

job is performed motivates employees to perform better. Individuals are not content with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. So far, this appears to parallel Maslow's theory of a need hierarchy.

Two-Factor Theory is closely related to Maslow's hierarchy of needs but it introduced more factors to measure how individuals are motivated in the workplace. This theory urged that lower level neither needs extrinsic or hygienic of individuals will nor motivate them to extra effort but would only prevent them from being dissatisfied. In order to motivate employees, higher level needs intrinsic or motivation factors must be supplied. The implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors will employees from becoming actively dissatisfied but will not motivate them to contribute additional effort towards better performance. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Robbins, 2012).

In relation to proposed study two-factor theory acknowledges the fact that work environment tends to impact on job satisfaction Michael and Combs (2012). The theory calls for organizations to increase satisfiers or motivators in their work environment an attempt to increase employee motivation and promote job satisfaction Choo and Bowley (2013). For example, organizations need to encourage practices such as the recognition of employees, increasing employee responsibility, and offering employees advancement opportunities; Nganzi (2013). That way, they are likely to create a work environment that promotes job satisfaction. At the same time, the theory calls for organizations to do everything in their power to avoid hygiene factors in a bid to avoid employee dissatisfaction (Khawaja et al. 2010).

Equity Theory

Equity theory, as reviewed by Walster, Berscheid & Walster (1973) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam (2011) theory, if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills.

Output outcomes on the other hand are the positive and negative consequences that an employee perceives a participant has incurred as a consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, and stimuli and so on (Huseman, Hatfield & Miles ,2014). From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others (Ball, 2014).

When a person becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is proportional to the magnitude of inequity present. It is because of this tension that an individual might react in a way that reduces the tension in him. Equity theory further identifies four mechanisms for job satisfaction as follows: Employees seek to maximize their outcomes mainly reward outcomes. Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. That is, systems of equity will evolve within groups, and members will attempt to induce other members to accept and adhere to these systems. When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets too much and the person who gets too little feel dissatisfied. The employee who gets too much may feel ashamed or guilt and the employee who gets too little may feel angry or humiliated. Employees who perceive that, they are in an inequitable relationship attempts to eliminate their dissatisfaction by restoring equity (Adams, 2011).

In relation to proposed study equity theory acknowledges that employees see themselves the way they are treated in terms of their surrounding environment, teams, systems, collectively and not in isolation and so they should be managed and treated accordingly. In addition, the totals of employee inputs-outputs must be measured including their personal values. The theory includes the behavioral responses patterns to situations of equity or inequity. These response patterns are: benevolent satisfied when they are under paid compared with co-workers, equity sensitive believe everyone should be fairly rewarded and entitled employees believe that everything they receive is their just due (Schultz & Schultz, 2010).

EMPIRICAL REVIEW

Physical Environment and Employees Satisfaction

Ismail et al. (2010) argues that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment factors also include lighting both artificial and natural, noise, furniture and spatial layouts in workplaces

(Vischer, 2011). The physical workplace environment includes comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance.

The comfort level and temperature also substantially influence health of employees. Niemela et al. (2012) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. Office design encourages employees to work in a certain way by the way their workstations are built. Spatial layouts contribute a lot towards how the employees perform their tasks (Al- Anzi, 2012). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. It allows employees to work in peace and quiet, keeping them focused on their tasks without a lot of distraction. It also offers employees a thinking frame and creativity without much distraction.

The nature of the work environment could have either positive or negative effects on the employees' psychology and welfare (Gitonga & Gachunga, 2015).This is critical to the satisfaction they deride from their jobs. Good performance of a firm does not only rely on recruiting highly qualified individuals, but also being able to sustain them motivated (Mokaya, Musau, Wagoki, & Karanja, 2013). Though firms are concerned with employee performance, past researchers have found that performance is enhanced through ensuring a job satisfaction for the employees.

In this way, environmental factors and the influence of leadership, which are key to job satisfaction, have been found very crucial in influencing high productivity of employees. However, due to different perceptions and cultural backgrounds, employees may experience differentiated preferences to what leads to their job satisfaction, and hence the firms have to pay attention to the job conditions that ensure their employees satisfaction (Atambo, Otundo, & Nyamwamu, 2013). Each of the work environment factors has got a different impact on the job satisfaction of the employees as discussed below.

According to McCoy & Evans (2014), the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the network and relationships at work. All in all, the physical work environment should support the desired performance. Vischer (2011) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees.

Applebaum et al., (2010) argues that impact of environmental factors on nursing stress, job satisfaction, and turnover intention .It investigate the relationship that exists between physical

environment factors such as light, odor, color, as well as noise and job satisfaction, turnover interventions, and perceived stress. A descriptive, correlational research design was used in the study. The target population was medical-surgical nurses who worked within an acute-care setting. A sample size of 116 was used in the study. A 36-item questionnaire was the data collection instrument used in the study. The findings indicated that there was a significant relationship between physical work environment and perceived stress among employees, perceived stress and employee job satisfaction, job satisfaction and employee turnover intentions, as well as perceived stress and employee turnover intentions. From the findings, there is no doubt that physical work environment tends to have an impact on job satisfaction. The results of the study can only be generalized within the health sector.

Employee Relationships and Employees Satisfaction

Sy, Tram, & O'Hara (2011), on the study of employee and manager emotional intelligence to job satisfaction and performance. It shows how relationships that exist between employees tend to impact on job satisfaction and performance. Employees of nine locations of a single restaurant franchise were the target population in the study. The sample size used was 187. A questionnaire was the data collection tool used. The findings obtained from the study showed that there was a significant relationship between employee relations and job satisfaction .The study failed to show the manner in which relations between employees and individuals in management positions impact on job satisfaction.

The relationship between employees is built on the pillars of their communication. Positive and effective communications results to strengthened bonds between the workers, greater teamwork and hence higher performance and satisfaction derived from the jobs (Proctor, 2014). Poor relationships between the employee's results to a communication breakdown. Employees spent most of their time at their work place, and thus the relationship they have with their colleagues positively or negatively impact on their individual lives and even that of the organization. Friendship at workplace facilitates better communication, guards respect amongst the workers and builds trust among them (Lee & Ok, 2010). Such positive values improve the employees' job outcomes, and contribute greatly to their job satisfaction.

An employee who feels detached at work place and is unable to blend with the organizations culture as well as other colleagues starts to exhibit dissatisfaction. Negative attitudes between the work mates lead to isolation, loneliness and may encourage resignation of employees. Social relationships encourage social activities such as eating together at lunch hour, or a drink after work, and these results to strengthened bonds and healthier relationships (Ramjee, 2017). Healthy relationships inspire and motivate the employees, increasing their morale and are then able to focus and effectively complete their tasks. Good relationships at work place also encourage teamwork; employees are able to support each other, realizing more success, which trickles down to personal job satisfaction.

Employees with good relationships share knowledge in their jobs, which leads to better performance, growth of the individuals and the organization as well (Kuzu & Ozilhan, 2014). Healthy work place relationships must not just be horizontal, but also vertical. Employer-employee relationship must be good to see better production, and achievement of personal and organizational goals. Employees in good terms with heir seniors feel appreciated and valued, and hence become more effective in execution of their tasks, and achieve job satisfaction much faster, overly promoting the growth of the business (Xesha, Iwu, Slabbert, & Nduna, 2014).

Proctor (2014) in a study on effective organizational communication affects employee attitude, happiness and job satisfaction. Sought to assess the extent to which employee relationships impacted on employee attitude, happiness, as well as job satisfaction. Employees at Southern Utah University were the target population in this study. A sample size of 51 employees and supervisors drawn from the University was used. However, only 20 of the sampled persons agreed to participate in the study. A survey was conducted for the purposes of gathering data from the 20 respondents. The study found that employee relations impacted on employee attitude, happiness, as well as job satisfaction. Positive employee relationships were found to have a positive impact of job satisfaction among employees at Southern Utah University. The sample size used in the study was very small. The sample may not be a true representation of the entire employee population at South Utah University.

Managerial Practice and Employees Satisfaction

Karia & Hasmi (2010) in their study on effects of total quality management practices on employees' work-related attitudes. To examine the impact of total quality management practices on the wide range of employee attitudes towards work such as job satisfaction, job involvement, organizational commitment, as well as career satisfaction. The target population in the study was comprised of employees from a total of 100 private and public organizations operating in Malaysia. A random sample of five private and five public organizations was selected. The questionnaire was the data collection instrument used in the study. A total of 20 questionnaires were sent to each of the sampled organizations. Only 104 of the 200 questionnaires sent out to the organizations were completed and returned. An analysis of the data obtained from the returned questionnaires revealed that total quality management practices have a significant positive impact on job satisfaction, organizational commitment, as well as job involvement. It is not clear how the respondents were selected in this study, a situation that casts doubt on the reliability of the findings.

Ileana & Simmons (2008) in their study titled Human Resource Management practices and workers' job satisfaction attempted to investigate the relationship that exists between human resource management practices and employee job satisfaction as well as satisfaction with pay. The study relied on data obtained from two separate cross- sectional datasets. It relied on the probit models for the purposes of analyzing the data. It was found that certain human resource

management practices tend to result in a rise in job satisfaction among employees as well as their satisfaction in pay. The study was dependent on data obtained from previous data sets. It may not be a true representation of the true state of affairs at the time this study was being conducted.

Management must ensure equality and fair treatment practice. Discrimination of any kind demoralizes the victims, and retards their career development, and hence deters their job satisfaction. In South Africa, it was noted that the black Africans avoided working for the private firms, where policies on equal treatment had not yet been fully implemented (Maleka & Rankhumise, 2014). High rates of employee turnover are an indicator of their dissatisfaction, and management styles must therefore ensure that they retain as much as possible of their experienced employees. Practices adopted must therefore meet the employees' expectations, or consider their welfare (Ayres, 2014).

Total Quality Management as a concept of management recognizes employees' inputs, and allows participation in groups meetings, discussions and planning. When employees are involved in making important decisions affecting the firms they work for, they feel valued, and their morale is greatly boosted, and hence their job satisfaction (Alsughayir, 2014). Leadership seeks after employee empowerment through training ensures that their employees are satisfied, as they are imparted with the necessary skills and knowledge that enhances their job performance (Hanaysha & Tahir, 2016).

Mudor & Tooksoon (2011) on their study conceptual framework on the relationship between human resource management practices, job satisfaction and turn over. Its aim was to assess the effect of HRM practices on employee turnover and job satisfaction. The study found that there is a wide range of human resource management practices. They include pay, supervision, as well as job training practices. These HRM practices were found to impact on job satisfaction. Job satisfaction was on the other hand also found to impact on employee turnover. The methodology used in the study is not clear. As such, it is impossible to establish the validity of the findings.

Choi et al., (2014) in their study on conceptual framework for the relationships among job-training satisfaction, job satisfaction, and turnover intention in foodservice operation. To assess the impact of managerial practices such as job training on job satisfaction and employee turnover intentions. The employees of 15 quick-service restaurants were the target population. A sample size of 264 employees was selected. A self-administered questionnaire was the data collection instruments used by the researchers. Only 205 of the 264 questionnaires administered were completed. The results of the study showed that managerial practices tend to have a positive impact on job satisfaction among employees. At the same time, it resulted in lower turnover intentions among employees.

Work Life Balance and Employees Satisfaction

Haar et al. (2014), the study on outcomes of work–life balance on job satisfaction. A total of 1416 employees drawn from seven culturally distinct populations were used as the sample. The seven populations were Malaysian, Spanish, New Zealand European, Italian, Chinese, French, as well as New Zealand Maori. A SEM analysis was conducted for the purposes of analyzing the data that was gathered in the study. The findings showed that work life balance was positively related to not only job satisfaction but also life satisfaction among employees across all cultures. The language used in the resource was very technical and could not be easily understood by laymen.

According to Lawler (2013), the term Work Life Balance (WLB)) was introduced in the late 1960s as a way of focusing on the effects of employment on health and general well-being and ways to enhance the quality of a person's comfort on the job experience. The author further states that work life balance is much broader and more diverse than organizational development, in ensuring adequate and fair compensation, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities and the social relevance of work life balance.

A more recent definition by Serey (2010) on work life balance is quite conclusive and best describes the contemporary work environment since it is related to meaningful and satisfying work. The definition elaborately states that WLB includes an opportunity to exercise one's talents; an activity thought to be worthwhile by the individuals involved; an activity in which one understands the role the individual plays in the achievement of some overall goals; and a sense of taking pride in what one is doing and in doing it well.

More working hours may translate to increased production, but only in the short term. It has been found that long working hours result to anxious employees, who are fatigued and without control. Increasing lack of adequate personal time and rest leads to greater levels of stress in employees, which gradually slow their productivity and development. Finally, they become dissatisfied with their jobs and quit or record declining performance (Nyambura & Ngari, 2014). For improved performance and job satisfaction, banks needed to implement the work life balance policies, to ensure adequate personal time for their employees.

In further support of the work life balance, Farooqi & Arif (2014) found out that the Gujrat university staffs who were satisfied with their work life balance were not only contented with their jobs, but also were more committed to the university. This means that not only does adequate personal time affect the employee job satisfaction, but that it trickles to benefit the organization at large. It has also been found that work life balance of heath care workers positively impact their organizations in the long run. Satisfied workers who have a good balance

between their job and personal engagements become more committed, meaning that they are enjoying or finding fulfillment in their work (Azeem & Akhtar, 2014).

Firms in an attempt to increase productivity per person, if they indulge in overworking their staff, they end up losing more in the long run. Their staffs lack time for personal development, which is critical for their career growth. Accumulation of fatigue and undone personal tasks eventually overwhelm them, lose morale for their jobs and start exhibiting diminishing returns (Mbobua, 2015). Firms that value their growth must also recognize that the growth of their workers is paramount. Therefore, they need adequate time to pursue higher education and training, as well as seek their own growth (Mudor & Tooksoon, 2011).

RESEARCH METHODOLOGY

Research design

A research design is the overall strategy that a researcher chooses in an attempt to integrate a wide range of a study's components in a manner that is not only logical but also coherent (Marczyk, DeMatteo, & Festinger, 2017). Choosing an appropriate research design is critical to ensuring that the research problem is adequately addressed. A research design can be regarded as a study's blueprint (Marczyk et al., 2017). This study adopted descriptive describes the state of affairs as it exists in the present Kothari (2010). This method was appropriate for collecting information is would help assess the impact that the independent variables which include physical environment, employee relations, management practices, as well as work-life balance will have on job satisfaction, the dependent variable from people. It provided valuable information to certain research questions in its own right. It is therefore justified that descriptive design is most suited and justifiably adopted in this study because the method is useful in describing the characteristics of a large population. Additionally, high reliability is easy to obtain by presenting all subjects with a standardized stimulus which ensures that observer subjectivity is greatly eliminated (Mugenda & Mugenda, 2003).

Target population

The term target population refers to the population from which the sample is drawn. It is the entirety of individuals or objects that the researcher is interested in generalizing the results of the study (Stuart, Ackerman, & Westreich, 2018). My target population was 450 employees. The population used cut across all the departments in the organization.

Sampling Techniques and Sample Size

A sampling design is a roadmap or the framework taken by the researcher that serves as the basis of sample selection within a study (Fuller, 2011). A sample size of 30% of the total number of employees from the headquarters in Nairobi was considered, hence the sample size was 137.

This is in conformity with Mugenda and Mugenda (2003) who postulated that at least 10% of the accessible target population is appropriate for statistical reporting. This ensured that all members of the target population have equal chances of being selected. The study will adopt simple random sampling. By using these method individuals had an equal chance to be selected. There was 7 departments namely Human Resource, Distribution, IT, Finance, Operations, Brand and Investment. Then from these categories, respondents were chosen randomly. Simple Random sampling eliminated any form of biasness, and hence result to collection of data that is devoid of any bias.

Data Collection Instrument

The study employed questionnaires as the instrument of data collection. A questionnaire is a data collection instrument that contains a series of questions and prompts that is intended to gather information from respondents (Lietz, 2010). The questionnaires were deemed suitable in that they can serve a large group of respondents'. The questionnaire had part A that consisted of the general information about the employees. Part B consisted of variables on workplace Environment and job satisfaction. The questionnaire had closed-ended quotations for they are easy to analyze since they are in immediate usable form. The questionnaire used Likert-type 5-point scale; ranges are strongly agreed to strongly disagree. The strongest variable response was scored as 5 and the strongest unfavorable response as 1 (Kothari, 2014).

Data Collection Procedure

Data collection was done by presenting the questionnaires to the respondents personally, then allowing some time for the respondent to answer the questions, while watching their reactions, facial expressions or any verbal signs or speaking that could provide further information on their attitudes towards the topic under study. These reactions were recorded on a separate blank paper, which was attached to the questionnaire after the respondent hands them in. The recording and attachment was done privately so as to prevent disrupting the respondents or causing them to doubt on the confidentiality of the information they provide. Since identification particulars like names of the respondents were not written, numbers were used to code the questionnaires and the attached remarks. For workers sharing tables and closely located in office filled questionnaires concurrently, as the researcher is able to observe their reactions efficiently.

Data Analysis and Presentation

Data analysis commenced as soon as data collection is completed. The codes were entered in the computer for analysis. Data analysis involved quantitative procedures .The study employed Descriptive and regression analysis to analyze data obtained. Under descriptive statistics, summation, percentages, and measures of central tendency such as mean and mode were used to analyze the data recorded in the tables. Data such as the age of the respondents, levels of

education, and years of experience, their gender and the rating of their opinions on the closed ended questions were analyzed. The inferential statistics to be employed included regression analysis to test the casual relationship between variables as postulated in the research hypothesis and a One Way Analysis Of Variance (ANOVA) to determine the existence of the significant difference on job satisfaction and work environment. Data analysis helped essential features and relationship of data. To address the specific research objectives of work environment and job satisfaction, the study adopted regression analysis. Work environment was the independent variable and job satisfaction was dependent variable. The regression model took the form of equation one below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathcal{E}_0$$

Where: Y= Job satisfaction; β_0 = constant showing job satisfaction in the presence of work environment; β_1=coefficient of the independent variables; X_1=Physical Environment; X_2=Managerial Practice; X_3 =Work Life Balance; X_4=Employee Relationships; $\mathcal{E}_0$ = Error

RESEARCH RESULTS

The general objective of the study was to investigate work environment and job satisfaction among employees working in Cytonn Investments Limited, Kenya. The study specific objectives were to examine how physical work environment, employee relationships, managerial practices and work-life balance influences employee job satisfaction. A descriptive research design and the study population comprised of 137 respondents from 7 departments of Cytonn investment. Data was collected using questionnaires. The summary of the findings obtained from the results of the descriptive statistics and regression analysis is presented as follows.

The first research objective sought to find out whether physical work environment influences job satisfaction of employees at Cytonn Investments and established that physical work environment positively and significantly influenced employee job satisfaction. The organization has good air ventilation and lighting to enable me performs my duties comfortably and provides all the required work equipment to assist you to work efficiently.

The second research objective sought to assess whether employee relationships influences job satisfaction of employees at Cytonn Investments Limited and revealed that employee relationships positively and significantly influenced employee job satisfaction. The management of the County provides supportive supervision to individuals while maintaining a harmonious working relationship and that the employees feel part of a team working towards a shared goal.

The third research objective sought to determine whether managerial practices influences job satisfaction of employees at Cytonn Investments Limited and found that managerial practices positively and significantly influenced employee job satisfaction. Highly performing employees

are promoted, new employees are given proper induction and the managers assist employees to adopt the managerial practices.

The fourth research objective sought to establish whether work-life balance influences job satisfaction of employees at Cytonn Investments Limited and established that work life balance positively and significantly influenced employee job satisfaction. Employees agreed that their work does not interfere with family time, friends and attend occasion, they were able to balance work priorities with their personal life and that organization provides flexible time to be able to balance their work and personal life.

REGRESSION ANALYSIS

Regression analysis was used to model, examine, and explore the relationships between the dependent variable against the four independent variables used for the study. The findings are shown in Table 1.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.634[a]	.402	.383	.626	.402	20.696	4	123	.000

a. Predictors: (Constant), Work Life Balance, Physical Work Environment, Managerial Practices, Employee Relationships

The four independent variables (Work Life Balance, Physical Work Environment, Managerial Practices, Employee Relationships) that were studied, explain 38.3% of the job satisfaction as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 61.7% of the job satisfaction in which the study suggest that further studies should be carried to address this gap.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.472	4	8.118	20.696	.000[a]
	Residual	48.247	123	.392		
	Total	80.719	127			

a. Predictors: (Constant), Work Life Balance, Physical Work Environment, Managerial Practices, Employee Relationships

b. Dependent Variable: Job Satisfaction

Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df),

mean square, value of F (calculated) and its significance level was obtained. The results are shown in Table 2.

The significance value is 0.000_a which is less that 0.05 thus the model is statistically significance in predicting how Work Life Balance, Physical Work Environment, Managerial Practices, Employee Relationships influenced the job satisfaction of employees in Cytonn investment. The F calculated at 5% level of significance was 20.696. Since F calculated is greater than the F critical (p value = 8.118), this shows that the overall model was significant.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.406	.362		12.163	.000
	Physical Work Environment	.828	.040	4.529	7.279	.000
	Employee Relationships	.801	.063	1.131	1.281	.003
	Managerial Practices	.510	.041	3.021	4.259	.000
	Work Life Balance	.727	.079	2.331	3.496	.001

a. Dependent Variable: Job Satisfaction

The established regression equation by the study was:

$$Y = 0.406+ 0.828X_1 + 0.801X_2 + 0.510X_3 + 0.727X_4$$

Where: Y = Job Satisfaction; X_1= Physical Work Environment; X_2= Employee Relationships; X_3= Managerial Practices; X_4= Work Life Balance

From the above regression model, holding all the independent variables studied constant, job satisfaction would be 0.406 (40.6%). As shown in table 3 Work Life Balance, Physical Work Environment, Managerial Practices, Employee Relationships had a positive and significant effect on organizational performance as indicated by t-values. The relationships ($p < 0.05$) are all significant with Physical Work Environment (t= 7.279, $p < 0.05$), Employee Relationships (t = 1.291, $p < 0.05$), Managerial Practices (t = 4.259, $p < 0.05$) and Work Life Balance (t = 3.496, $p < 0.05$). Physical Work Environment was found to have a greater (82.8%) on the job satisfaction compared to employee relationships at 80.1%, work life balance (72.7%) and managerial practices (51.0%).

Smith (2010) urges that work environment can implicate the social relation at workplace and also maintain the relationship between colleague, supervisor and the organization. The provision of a conducive and quality work environment has been cited as the most important influence of job satisfaction for rural nurses (Almalki, FitzGerald & Clark, 2012). Employees will always be

contended when they feel that their immediate environment states are in tandem with their obligations (Farh, 2012).

CONCLUSIONS

The physical environment of a workplace greatly affects the positivity within Cytonn Investment Limited, Kenya. A positive physical work environment makes employees feel happy about coming to work every day and allows employees to focus on their goals,

Maintaining healthy employee relations in an organization is a pre-requisite for Cytonn Investment Limited, Kenya success. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level.

Managerial practices enable Cytonn Investment Limited, Kenya managers to decide what should be done to accomplish given tasks and to handle situations which may arise in management, makes the role of managers concrete, guide managers in decision making and action and provide understanding of management process what managers would do to accomplish what.

Having a positive work-life balance can help the employees in Cytonn investment establish enough time for both work and the many other facets of their lives. Employees with a good balance are more efficient, productive and motivated.

RECOMMENDATIONS FOR POLICY AND PRACTICE

Managers of Cytonn investment should create a positive atmosphere by focusing on giving employees more control over their work, such as giving them the ability to choose their tasks and flexibility in demonstrating how they have completed those tasks.

Cytonn investment should maintain a continuous interaction with the employees. Keep them updated about company's policies, procedures and decisions. Keep the employees well-informed. Informed employees will make sound decisions and will remain motivated and productive.

Cytonn investment should understand good management practices through research or formal education in order to create a business model that can improve employee productivity, eliminate redundancy in processes and increase retention rates.

Cytonn investment should have flexible working hours, supporting employees with caring duties, implementing reasonable time and communication expectations. It should come up with ways of balancing what employees do in their jobs and how they cater for their family needs to reduce the imbalance and thus improve their performance.

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