

**EFFECT OF EMPLOYEE RELATIONS ON ORGANIZATION PERFORMANCE IN
KIAMBU COUNTY GOVERNMENT, KENYA**

BY

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**A RESEACH DISSERTATION SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HUMAN
RESOURCES MANAGEMENT)**

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DECLARATION/

Declaration by the Student

This project is my original work and has never been submitted for degree in any other university. No part of this research should be reproduced without my consent or that of KCA University.



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Declaration by the Supervisor

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DEDICATION

I dedicate this research project to Almighty God for guidance and provision of strength, health and other resources. I dedicate this work to our family members (my children and their dad together with my siblings) for giving me their moral support during my study. I also appreciate my friends, colleagues and collegemates for giving me time and resources to enable me work on my project successfully.

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Am very grateful to my mentor and supervisor at work, Mr. David Munyendo for the contribution towards the success of this research, whom without; this research Project would not have been a success, my supervisor, Dr. Stephen Macharia and Dr. Dr. Nyaribo Misuko and my friends for the support Special thanks to our wonderful colleagues who have been helping us in getting the necessary resources, encouraging, giving me both mental, spiritual and moral support.

ABSTRACT

Worker relations are one of the key crucial components of hierarchical execution, thriving and supportability. Great worker relations bring about a profoundly dedicated, spurred and faithful representatives in the associations. The principle point of this investigation is to discover impact of worker relations on Association execution. The particular targets and exploration questions will be to set up the impact of worker inspiration on an association execution, impact of working conditions on representative execution in an association and discover the job of correspondence in Association execution. The research will be directed by the accompanying writing the necessities hypothesis of inspiration, Maslow's Theory requirements hypothesis and Social trade hypothesis. The descriptive research design will be illustrative. The objective populace for the research will be 384 representatives of Kiambu county governments, in Kenya whereby 384 workers will be chosen to comprise the example for the research. For this reason, defined irregular inspecting technique will be utilized. The philosophy will take a gander at the exploration configuration, study region and populace, the examining techniques and the example, instruments of information assortment, legitimacy and unwavering quality of research instruments, information assortment methodology and strategies for information investigation. The investigation will incline toward a blended research plan. The survey will be utilized as the principle method of information assortment. The information will be examined using graphic measurements. ANOVA, t-test, Pearson relationship, Chi-square (χ^2), p-qualities and coefficient of assurance will be utilized in the information investigation. Information will be introduced utilizing tables, figures, diagrams, recurrence tables, pie outlines and utilization of histograms, recurrence polygons and bar graphs. This research is probably going to profit the administration of province governments in advancing great mechanical relations among them and their workers.

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CHAPTER ONE

INRODUCTION

1.1 Background of the Study

Employee relations is a word used to depict the guideline of the executive's worker relations. It's anything but an assortment of such connections and not simply the conventional connections emerging from aggregate dealing among the executives and worker's guilds, which is for the most part alluded to as "mechanical relations" Dhriti (2015). The significant gatherings engaged with worker relations are as managers' affiliations 'agents, singular representatives, worker's organization delegates, and Government agents. Worker Relations is certainly not a basic selling measure, however more the foundation of a climate where there is trust and certainty about the intentions of the executives when they talk about subjects and drives (Kibui, 2015). It's anything but a climate inside which representatives feel esteemed for their commitment and insight (Kibui, 2015).

Employee Relations is not a simple selling process, but more the establishment of an environment where there is trust and confidence about the motives of management when they talk about subjects and initiatives. It is an environment within which employees feel valued for their contribution and intelligence *Nzuve* (2007).

Chaudhry, Sohail, and Riaz (2013) characterize worker relations as an investigation of the standards, guidelines and arrangements by which representatives are overseen both as people and as an aggregate gathering, the need given to the person instead of the aggregate relationship differing from one organization to another contingent on the upsides of the executives. As such it is worried about how to acquire individuals' obligation to the accomplishment of an association's business objectives and targets in various circumstances. Representatives are among an association's most significant assets and authored as most important resources. A representative connection includes keeping a workplace that fulfills the requirements of individual workers and the executives. Improving representative confidence, building organization culture, passing on assumptions. A powerful representative connection includes making and developing an inspired and useful labor force, Dhriti (2015).

As indicated by Ngari (2013), the nature of the representative's working environment relationship that most effects fair and square of worker's inspiration and resulting execution.

How well they draw in with the association, particularly with their nearby climate that are much of the time their partners, impacts generally their blunder rate, level of development and cooperation with different representatives, truancy and, eventually, how long they stay in the work. As of late, while most specialists are on work, they don't deliver all the more essentially on account of the un-sound relationship they have with their kindred partners and managers, Ngari (2013). An investigation directed by Choi, Kwon, and Kim (2013) uncovered that representatives don't set up their best exhibitions at working environments when they are un-content with the executives, government, or even their kindred associates. Terrible representative manager relationship brings about strike activities and lockouts. This load of activities taken by workers to show their complaints just do the association hurt than great as usefulness will be diminished definitely.

Organizational performance is a function of employee performance. Organization effectiveness depend on constantly improving the performance of organization members and maintaining the human potential that serves as the backbone of the organization, Kerning and Jaeger (1990)

Most organizations in an attempt to increase productivity have come up with motivation of employees aimed at improving on the organization performance and condition of job, hence proper performance, Organizations should induce their employees to work hard towards achieving the business set objectives. This can be done through provision of incentives Peter Drucker (1999).

County governments were established in 47 counties (largely based on the 1992 Districts of Kenya). This was after the general elections held in March 2013. County governments are responsible for county legislation as outlined in article 185 of the Constitution of Kenya, executive functions outlined in article 183. The functions outlined in the fourth schedule of the constitution of Kenya, functions transferred from the national government through article 187 of the constitution of Kenya, functions agreed upon with other counties under article 189(2) of the constitution of Kenya, and establishment and staffing of a public service (under article 235 of the Constitution of Kenya).

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The functions of governments assigned to counties by the fourth schedule of the Constitution of Kenya are: The county governor and the deputy county governor are the chief executive and deputy chief executive of the county, respectively. A governor is elected directly by the people, a deputy, elected as running mate of the successful candidate for governorship. Several committee members not exceeding a third (or ten where a county assembly has more than 30 members) of the members of the respective county assembly. A county secretary, nominated by the governor and approved by the county assembly, who will double up as head of the county public service, and secretary to the county executive committee.

Kiambu County covers arears in and 2,449.2 kilometers.

1.1.2. Global Perspective of Employee Relations

In employee relations, focus is also shifted on human resources strategies like modernization, mobility and flexibility of working environments, provision of quality services, and satisfaction of the citizens in general, quality of work, mobility of civil servants and the development of leaderships. In supporting the above strategies, the following employee relations practices are considered important; remuneration, recruitment, career management, human resource planning, and training. The skills and competences are frequently required both in private and public institutions and the career management tenets require a focus on the selection and development. In fact, the right people should be selected for the right work and continuously are trained (development) to reach desirable level of quality of services and innovation while not excluding invention. In employee relations and sourcing, the right people should be sourced and developed (Katz, 2017).

In Africa where most countries are developing nations, challenges generated by Employee Relations management practices is striking from one nation to another, particularly in Sub Saharan Africa (World Bank, 2016). According to Okundi (2017), a survey of International Monetary Fund (IMF) and World Bank (WB) in 2010 reveals that forty one (41%) of African countries spent an average of thirty point four per cent (30.4%) of their National

expenditure on Employee Relations which surpassed benchmark by far. Some of the countries which are currently addressing issues related to Employee Relations include South Africa, Zambia, Mozambique, Zimbabwe and Kenya.

Agburu (2012) considers the responsibilities and tasks associated with Employee Relations, it explains why organizations are adopting current trends of establishing effective Employee Relations management department which are capable to develop suitable culture, build team spirit and motivate employees to post desired performance results. Indeed to achieve good employee performance it's the responsibilities of the managers at different levels to articulate their competence and skills to provide leadership and steer staffing positions, design appropriate workloads, give compensation and benefits which will stimulate employees to maximise their efforts. Just as scholars argue that knowledge is power, Employee Relations utilization provide knowledge, tools, training and development, administration services, legal and management advices, talent management oversight in the interest of organization performance (Alina, 2008). In countries such as Slovakia, Poland, Netherlands and Cyprus apply the aptitude tests panel interviews, psychological tests and the language tests when grilling the right employees for a position in an organization (Baldaci *et al.*, 2015).

In e-human resource management, focus is also shifted on e-human resources strategies like modernization, mobility and flexibility of working environments, provision of quality services, and satisfaction of the citizens in general, quality of work, mobility of civil servants and the development of leaderships. In supporting the above strategies, the following e-human resource management functions are considered important; remuneration, recruitment, career management, e-human resource planning, and training. The skills and competences are frequently required both in private and public institutions and the career management tenets

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Developed countries like United States, United Kingdom, Japan, France and Germany have embraced e-human resources management functions which provide opportunity for employees to achieve professional goals, improved skills and functions through education, training and conferences. E-human resource management training functions place stronger emphasis on employee training in their respective discipline with a view of developing skills, knowledge and competence which will stand global organization Performance to meet its strategic goals (Moti, 2014). Similarly, Namusonge, Gathungu and Iravo (2015) argue that as firms enter into a more dynamic world of international business, and as the globalization of world markets continues at a fast pace, comparative e-human resource management issues appear to be gaining momentum. E-human resource management functions are central to the improvement of the quality of services offered by organizations.

In Australia and Germany, e-human resource management functions are seen to begin with the assessment centers aiming at recruiting the best of the best employees for a particular work. Varied selection criteria are usually used in order to obtain and retain the right skills. In many cases, the use of technology may be necessitated to streamline the e-human resources management functions and the processes. The ICT is aimed at applying modern technology in handling e-human resource management functions. Many organizations have resorted to internet to advertise jobs online or putting job applications online to attract applicants for job positions. It should also be noted that career development and growth is important for all the employees. In UK, the ministries and state departments consider the appraisal reports in order

to support their promotion procedures. This explains why it is not easy for the European Union member countries; recruitment of the top level senior managers is really a big problem. In the United Kingdom, the appraisal reports are used as a means of identifying eligible civil servants for promotional purposes and also for internal mobility as well as training requirements and needs which eventually aim to strengthen HRM functions in the organizations (Stuart, 2011).

1.1.3. Regional Perspective of Employee Relations

In Africa where most countries are developing nations, challenges generated by employee relations practices is striking from one nation to another, particularly in Sub Saharan Africa (World Bank, 2016). According to Okundi (2017), a survey of International Monetary Fund (IMF) and World Bank (WB) in 2010 reveals that forty-one (41%) of African countries spent an average of thirty point four per cent (30.4%) of their National expenditure on employee relations practices which surpassed benchmark by far. Some of the countries which are currently addressing issues related to employee relations practices include South Africa, Zambia, Mozambique, Zimbabwe and Kenya.

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Boxall and Purcell (2017) noted that state departments performance and the employee relations practices are closely related and linked. This relation also links performance and the level of pay as a form of reward to the employees. Furthermore, it should be noted that all civil servants are expected to set annual targets and objectives that they are required to be appraised. When appraising employees, it is important to consider myriad competences and skills as these are appraised differently and independently. Human resource organization in Sweden is

completely decentralized and different systems are used in different organizations as well as diverse agencies. Bivens (2014) observed that many agencies look at the performance and other informal systems such as yearly development and the pay talks to enable appraisal of the employees. In Portugal, the growth of career and advancements is usually based on the seniority and on the performance assessment in the organization. For one to be promoted, it should be based on fairness and openness to competition which may include public assessment or public research's, the assessment of the various resumes, qualifications, personality assessment tests, and the consideration of the training hours.

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Developed nations like US, United Kingdom, Japan, France and Germany have accepted HR the executives rehearse which give freedom to workers to accomplish proficient objectives, improved abilities and practice through instruction, preparing and meetings. Representative relations preparing rehearses place more grounded accentuation on worker preparing in their particular order with a perspective on creating abilities, information and capability which will stand worldwide association execution to meet its essential objectives (Moti, 2014). Likewise, Namusonge, Gathungu and Iravo (2015) contend that as firms go into a more unique universe of worldwide business, and as the globalization of world business sectors proceeds at a high speed, similar worker relations issues have all the earmarks of being acquiring energy. Representative relations rehearses are integral to the improvement of the nature of administrations offered by associations. Arrangement of worker's organizations are intended to address their individuals when they have issues at work, haggle for pay, working hours, occasions, changes to working practices, representatives for cutbacks, conservation,

advancement and move. Most worker's organizations additionally offer their individuals instructional classes in regards to; business rights, wellbeing and security and different issues (Ismail, 2013).

Worker relations rehearses affect work fulfillment and practices. Such assets that effects hands on fulfillment incorporate information the board, human resources the executives, association improvements, choice, resourcing (human asset arranging, enlistment and ability the board), advancement and learning, execution the board, reward the board, worker's prosperity and representatives the executives. In the created world, worker relations rehearse on representatives' disposition and at last on their presentation has been a main space of exploration. It is additionally essentially explored on as worker relations rehearses on the exhibition of associations (Armstrong, 2010). Simmons (2008) places that inspiration, responsibility, and occupation fulfillment (either independently or together) are normally higher when individuals emphatically encounters the utilization of HR strategies pointed toward empowering proficient labor force, spurring esteemed practices and giving freedoms to a climate to take part.

In Uganda, worker's relations are an idea managed by the constitution of 1995. This constitution of 1995 lays out the opportunity of affiliation, right to work under safe and medical issue, to shape and join associations, aggregate dealing and portrayal and equivalent installment for equivalent work.

1.1.3. Local Perspective of Employee relations

In Kenya, filtering for ability by certain associations happen even without a particular opening. Ability inventories are utilized for both choice and progression purposes, and the persistent interaction of fostering a 'ability pool' - selecting the best individuals and allotting them jobs as opposed to employing explicit people for explicit positions - are embraced. Representative references (the act of existing staff prescribing people to the association) have become a typical

methodology, lessening cost of enlistment and furthermore assisting with guaranteeing social fit (Ndirangu and Ngari, 2014). Execution the executives expect to empower improvement of objectives, participative objective setting, adjusted score card drives, arrangement of direct connection to vital targets and the gathering of the destinations and objectives of HR the board rehearses. In execution the board, participative objective setting, with both great work and advancement objectives, based by and large around adjusted scorecard drives, giving an immediate connection to key destinations and meeting objectives of worker relations rehearses. For representatives' relations, scene, and empowering sound workplace, worker's organizations have been in the cutting edge to deal, and push for sensible business principles for their individuals. Generally, care is taken to adjust monetary prizes (cash) and the social prizes; and accentuations are put on the adherence to social standards perceiving occasions, representative functions and administration perceivability (Beaudry et al., 2013).

Namusonge et al., (2012) have inspected the connection between representative relations and firms' exhibition. Proportions of execution as the reliant variable shift as per various scientists. They fall by and large into two classifications: monetary and non-monetary measures. Suppositions vary regarding what establishes HRM rehearses, as it is connected with execution in different investigations. Commitment of synergetic relationship among HRM practices to authoritative execution should be investigated and gauges created. The greatness grants normally done consistently and the acknowledgment plans ought to consistently be rehearsed and be the standard. This load of practices should focus on the groundbreaking authority drives coordinated towards ingraining initiative characteristics all through the firm.

The presence of human asset specialists (at country and at bunch level) and corporate associations is pervasive, to co-ordinate learning and improvement. Independent learning

through on-line arrangement of substance is likewise normal. Various associations additionally spread their range towards linkages with the scholarly world as far as industry organizations for advancement and for human asset formative encounters, for example, global expert projects for high expected people (Ericksen and Dyer, 2005; Wright et al., 2005).

Different spaces of challenge as per Bulunywa et al., (2016) are female sex under-addressed in top positions, language/social boundaries that lull specialized expertise move to high development and disappointment of association to accurately project ability holes, innovation changes, advancement adaptability, public approaches and guidelines of an outside country. It's against this foundation that human asset specialists at all levels face uphill assignments to verbalize their abilities and skill in worker variety the executives and make regular reason towards better association execution. As indicated by Namusonge et al., (2012) research on HR rehearses and their connection to firms' exhibition as a rule doesn't resolve the issue of even incorporation and vertical arrangement. Researchers on the connection among HRM and authoritative execution have widely been done in the US and the UK. A few creators bring up that research should be directed in different settings.

Namusonge *et al.*, (2012) have examined the relationship between e-human resource management functions and firms' performance. Measures of performance as the dependent variable vary according to different researchers. They fall generally into two categories: financial and non-financial measures. Opinions differ as to what constitutes HRM functions, as it is linked with performance in various studies. Contribution of synergetic relationship among HRM functions to organisational performance needs to be explored and measures generated. The excellence award usually done on a yearly basis and the recognition schemes should always be functions and be the norm. All these functions should aim at the

transformational leadership initiatives directed towards instilling leadership qualities throughout the firm.

The presence of e-human resource consultants at country and at group level and corporate organizations is prevalent, to co-ordinate learning and development. Self-managed learning through on-line provision of content is also common. A number of organizations also spread their reach towards linkages with academia in terms of industry partnerships for innovation and for e-human resource developmental experiences, such as international specialist programs for high potential individuals (Ericksen and Dyer, 2005; Wright *et al.*, 2005).

Other areas of challenge according to Bulunywa *et al.*, (2016) are female gender under-represented in top jobs, language /cultural barriers that slow down technical skill transfer to high growth and failure of organization to correctly project skill gaps, technology changes, innovation flexibility, national policies and regulations of a foreign nation. It's against this background that e-human resource practitioners at all levels face uphill tasks to articulate their skills and competence in employee diversity management and create common purpose towards better organization performance. According to Namusonge *et al.*, (2012) research on HR functions and their link to firms' performance in most cases does not address the issue of horizontal integration and vertical alignment. Investigations on the link between HRM and organisational performance have extensively been done in the US and the UK. Several authors point out that research needs to be conducted in other contexts.

1.1.4. Employee Relations

Employee Relation (ER) includes the assortment of work worried about overseeing and keeping up business relationship which includes taking care of the compensation – work deal, managing agreements of business, furnishing workers with voice, compromise and worker strengthening. Worker relations add to palatable authoritative execution, inspiration, and spirit accordingly forestalling and settling issues including people that emerge out of or influence work circumstances (Armstrong, 2009).

Worker relations rehearses incorporates the cycles of guideline and authority over work environment relations, the association of assignments, and the relations among businesses and their delegates, and representatives and their agents, and is the amount of financial, social and political collaborations in working environments where representatives give manual and mental work in return for employability, prizes just as the foundations set up to administer working environment relations (Dessler, 2008).The Kenya workers Act 2013 assists with building worker relations by setting the norm of commitment between the businesses and the workers. How question connection is arranged and some other matter that might be emerging.

1.2 Statement of the Problem

Among the vital determinants of work place performance is employee relationship which has been given little, if any priority. The aspect of employer- employee relations and how it relates to performance has not been given the attention it deserves by management according to Ngari (2013) in his study on Influence of Employee Relations on Organization Performance of Private Universities in Kenya.

Employees are among an organization's most important resources and most valuable assets. It involves maintaining a work environment that satisfies the needs of individual employees and management. Improving employee morale, building company culture, conveying expectations. An effective employee relation involves creating and cultivating a

motivated and productive workforce. Dhriti (2015), findings on his research on employee relations and its impact on employee performance.

Happy employees are as a result of good relationship among themselves "An employee with a positive attitude usually enjoys the work that they do and feels empowered and recognized for their contributions, Henning (2010). Therefore: there is a need to establish extent to which employee relations affected organization performance, in Counties Government of Kenya particularly in Kiambu County.

1.2.1 Knowledge Gap

The research did by James Ngari (2013) on the investigation Impact of Representative Relations on Association Execution of private colleges in Kenya. The investigation reasoned that human asset office is a vital division of any high-profile establishment like a college. It further presumes that the foundations included their staff in dynamic, have a formal complaint system and a formal disciplinary method. The research additionally presumed that directors included other staff in the concocting enrollment strategy.

The research did by Prempeh Duah, 2Brand passage Ahwoi Danso on Representative relations and its impact on hierarchical execution by It was noted t that great compensation, wonderful collaborator relationship combined with great working conditions assume a significant part in persuading workers to be fulfilled on their positions and accordingly straightforwardly reflecting in their goal to stay submitted in an organization. The investigation did by Dr. Janes O. Samuel on Impact of Representative Relations on Worker Execution and Authoritative Execution. The research tracked down that the utilization unreasonable work rehearses was a significant reason for helpless representative relations in the little associations in Tanzania.

There was need to concentrate further on impact of worker relations on Association execution on Regions Government in Kenya. It is currently noticed that the imperative determinants of work environment execution are representative relationship which has been given close to nothing, if any need and there is need to investigate more on worker relations on Association execution. The three scientists couldn't discover the connection between working

conditions and Association execution and if professional stability decides worker execution in an association.

1.3 Research objectives

1.3.1 General Objective

The main aim of this study is to establish the importance of employee relations in an Organization performance with particular reference to Kiambu County.

1.3.2 Specific Objectives

The specific objectives are:

- i. To establish the effect of employee motivation on an organization performance.
- ii. To find out the effect of working conditions on employee performance in an organization.
- iii. To find out the role of communication in Organization performance in Kiambu County government.
- iv. To ascertain whether job security determines employee performance in Kiambu county government.

1.4 Research Questions

This study was guided by the following questions: -

- i. How does an employee motivation influence organization performance?
- ii. To what extent does working conditions affect organization performance?
- iii. How does communication affect organizations Performance?
- iv. How does job security affect employee performance in an organization?

1.5 Justification of the Study

The findings of this study will benefit the following stakeholders.

The discoveries of the investigation will profit those in the scholastic group. Those keen on directing further exploration around here. The public authority will actually want to

comprehend the significance of worker connection and how to improve execution inside public and districts.

The finding of the exploration will empower the administrative approach creators to think of arrangements and guidelines that will be founded on experimental proof. The administration inside the private areas will utilize the discoveries to work with sound administration frameworks of associations that will upgrade representative relations hence making a solid connection to improve the exhibition of the associations.

1.6 Scope of the study

The research will be conducted at the County Government of Kenya –Kiambu County which covers 2,449.2 km.

It will further focus on the effect of employee relations on performance in the organization.

The variables which will be discussed will be motivation, job security, communication and working conditions. The study will take ten months from January 2021 to October 2021.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part tried to examine what representative connections can mean for execution of the association. This section gives a survey of related hypotheses and synopsis of related investigations around here of research. It includes orderly recognizable proof, area and research of reports containing data identified with the exploration issue being dissected. The writing audit will involve acquiring later and significant writing and the introduction of this material in a subjective way. The principle spotlight will be on the impacts of representative connection on associations' execution. The investigation will be directed by speculations that identify with data framework matters. This incorporates the requirements hypothesis of inspiration, Maslow's progression of necessities hypothesis. It will additionally clarify the various structures that apply to the research. Social trade hypothesis

2.2 Theoretical Literature Review

2.2.1 Social Exchange Theory

Social trade hypothesis is a social mental and sociological point of view that clarifies social change and strength as an interaction of arranged trades between parties. Social trade hypothesis sets that all human connections are framed by the utilization of emotional money saving advantage investigation and the correlation of options (Gould-Williams, 2017). The hypothesis has established in financial aspects, brain science and humanism. Social trade hypothesis is dependent on willful activities instead of formal agreements (Pearce and Peters, 2015; Tsui et al., 2007; Aryee et al., 2012).

As per this hypothesis, people control their communications with others dependent on a personal responsibility investigation of the expenses and advantages of such collaboration. SET contends that when work environment connections are successful, then, at that point the association benefits. The social trade hypothesis clarifies social change and steadiness as an interaction of arranged trades between parties. Accordingly, individuals ascertain the general worth of a specific relationship by taking away its expenses from the prizes it gives. Result is characterized to be the distinction between the advantages and the expenses: $Worth = Prizes - Expenses$

Individuals look to boost their advantages and limit their costs while trading assets with others (Molm, 2011). People participate in collaboration with the assumption for correspondence (Gouldner, 2000). These advantages need not be substantial and incorporate things like material or monetary profits, economic wellbeing, and passionate solaces. Expenses for the most part comprise of penances of time, cash, or lost freedoms. Social trade hypothesis is utilized as a system for anticipating the impacts of the board practice on laborer perspectives. As per Stafford (2008), social trades include an association with someone else; social trades include trust, not legitimate commitments; they are adaptable; and infrequently include express haggling. Positive social trades can bring about shared advantages to both the utilizing association and the labor force.

2.2.2 Human Relations Theory

The second theory comes from the so-called human relations school. In this case the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment in the workplace. Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions. The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization. To this end, companies operating on this basis are expected to recognize the right of employees to have a say in how they are governed (Judge, 2012).

They are also expected to take an active interest in developing the skills of employees as a means of demonstrating a commitment to their personal well-being. In whatever form, the aim of this managerial approach to employee relations is one that seeks to reduce internal tensions by developing the sense of workplace satisfaction felt by employees through techniques that involve them in the organization and regulation of work (Cropanzano & Mitchell, 2015).

2.2.3 Maslow's Hierarchy of Needs Theory

Quite possibly the most mainstream needs speculations are Abraham Maslow's chain of command of requirements hypothesis. Maslow recommended that inspiration is the aftereffect of an individual's effort to satisfy five essential requirements: physiological, wellbeing, social, regard and self-realization. As per Maslow, these necessities can make inner pressing factors that can impact an individual's conduct. Physiological necessities these are those necessities needed for human endurance like air, food, water, sanctuary, attire and rest. As an administrator, you can represent physiological requirements of your representatives by giving open to working conditions, sensible work hours and the important breaks to utilize the washroom and eat or drink.

Wellbeing needs this incorporate those necessities that give an individual a suspicion that all is well and good and prosperity. Individual security, monetary security, great wellbeing and assurance from mishaps, hurt and their unfriendly impacts are completely remembered for security needs. As a supervisor, you can represent the wellbeing needs of your representatives by giving safe working conditions, secure remuneration, for example, a compensation and professional stability, which is particularly significant in an awful economy. Social requirements, these are additionally called love and having a place, allude to the need to feel a feeling of having a place and acknowledgment. Social necessities are imperative to people so they don't feel alone, secluded and discouraged. Companionships, family and closeness all work to satisfy social requirements. As a director, you can represent the social necessities of your representatives by ensuring every one of your representatives know each other, empowering helpful cooperation, being an open and kind manager and advancing a decent balance between fun and serious activities.

“Maslow’s theory alerts managers to the dangers of unsatisfied needs dominating employee attention and influencing their attitudes and behaviour at work. One should also take into account that once a need is satisfied, it may no longer act as an effective motivator of employee behaviour” (Stone, 2005, p. 415).

2.3 Empirical Review

It alludes to the writing audit by different researchers on the subject applicable to the research under survey. The analyst directed the observational survey on the impacts of representatives

relations on association execution. Significance of Occupation research has been described in the subject of staff brain research which decides the individual credits like information, abilities and capacities (KSA) which are basic for the flourishing position execution. Brannick and Levine (2012) characterized the work investigation as a coordinated interaction whereby nature of a task is found.

As per Adewunmi, Omotuyole and John (2011), Occupation fulfillment and inspiration are major deciding components that help with diverting the representative endeavors towards the accomplishment of hierarchical objective. Likewise, Teller et al. (2007) consider inspiration as a factor which influences the person's exhibition, Nonetheless, there are other significant factors additionally which ought to be considered for instance person's capacity and ability, assets and working circumstances. Likewise, Chen et al. (2010) show that imaginative conduct at uncommon levels is been affected by the inspiration while doing the Work or undertaking is separated into more modest units. From that point forward Occupation research become one of the basic devices by which directors and experts coordinated the associations. As indicated by observational discoveries, the acts of high-responsibility HRM can influence representative inspiration (Whitener, 2011), and a positive relationship exists between steady HRM and POS (Allen et al., 2013; Hsu-Hsin Chiang, Tzu-Shian Han and Ju-Sung Chuang, 2011).

There is additionally arising proof that trust influences the connection between HRM practice and representative responsibility (Aryee et al., 2012; Gould-Williams, 2013), with an absence of trust recognized as the 'essential guilty party in the disappointments of the board exercises and human asset exercises'. Trust is viewed as a basic factor supporting social trades in that the demonstration of starting social trade connections requires the originator to believe that the beneficiary will react in kind Aryee et al., (2012). Absence of trust prompts useless results, like low responsibility, low inspiration and an absence of certainty between parties. As per Flynn (2015) workers with social character direction incline toward complementary trade, for example these workers may respond an association when they are in a related assignment climate. Associations embrace high-responsibility HR works on causing representatives see authoritative help and to feel that they are significant in the reliant association. Workers who experience common correspondence of assets, data, regard and force with the board experience high impression of self-rule subsequently, they would be happy with the assets, data and

backing offered by the manager, just as the work by and large – thus, they would be focused on remaining in the association and perform well.

2.3.1. Working Conditions and Employee Performance

As indicated by Raj et al (2010) an appealing and steady workplace can be portrayed as a climate that draws in people into the wellbeing callings, urges them to stay in the wellbeing labor force and empowers them to perform adequately. The motivation behind giving appealing workplaces is to make impetuses for entering the wellbeing callings (enrollment) and for staying in the wellbeing labor force (maintenance). Specialists have concurred that there is a huge connection between the nature of workspace climate and representatives' usefulness, work fulfillment and prosperity (Ricciotti et al., 2014). Be that as it may, there is lacking exploration on the general impact of actual workplace highlights, including office plan, office conveniences and office arrangement measure on representatives' degree of business related pressure, usefulness and occupation fulfillment. Shier and Graham (2011) contended that " various work environment factors emphatically affect emotional prosperity" (p.403). Thatcher and Mill operator (2014) additionally noticed that indoor natural quality assumes a vital part in advancing laborers' prosperity and an increment in generally speaking usefulness.

As indicated by Douglas (2017), "almost 50% of laborers in conventional office climate feel they have practically zero regular light at their work environment and their working environment plan and stylistic layout has no character. Laborers highlighted disappointing lighting, ineffectively working workspaces, and ergonomically deficient furnishings, which, the specialists, feel, is altogether harming their work efficiency and adequacy in playing out their business related obligations and duties (Douglas 2017). Ineffectively planned and insufficiently oversaw workspace climate has been connected to critical expansion in degrees of business related pressure, decline in work usefulness and decrease in work fulfillment. Moreover, steady workplaces give conditions that empower wellbeing laborers to perform viably, utilizing their insight, abilities and skills and the accessible assets to give great wellbeing administrations (Cahill 2009). This is the interface of the workplace and nature of care.

Studies have inspected the impact of actual workplace on workers' work fulfillment, execution, and wellbeing. For instance, Scott, (2010) detailed that functioning conditions partners with employees' work association and occupation fulfillment. Solid et al (2009) in a

research saw that social, authoritative and actual setting fill in as the catalyst for assignments and exercises, and extensively impact workers' execution. Explores on nature of work life have likewise settled the significance of protected and sound working conditions in deciding employees' work execution.

Actual variables in the work environment like helpless design or congestion can prompt regular sorts of mishap like stumbling or striking against objects. Among the variables influencing wellbeing laborers execution, Actual components like place of business space have likewise been unequivocally connected with laborers execution in the private area office representatives. These ecological components like office design, level of communication and the solace level of office have significantly affected laborers execution.

Concurring Srivastava A.K. (2009) Comfort level factors like temperature, lighting, presence of security and ventilation can straightforwardly affect employees' wellbeing; for instance, extremely high temperatures can prompt warmth stress and warmth weariness accordingly horrible showing. As indicated by the research the splendor of office light impacts sharpness, fixation, and undertaking execution. Changing the sort and nature of light can altogether improve working experience and execution. The impact of work space, which is for the most part made out of physical, social and mental variables, has been broadly inspected in recent many years. In various investigations, employees' inspiration, work fulfillment, work contribution, work execution, and wellbeing have been discovered to be extraordinarily impacted by psycho-social climate of work association.

As per Franco execution depends on inner inspiration yet presence of interior factors like important abilities, scholarly limit and assets to do the work plainly have an effect. As an outcome, managers should give proper working conditions to ensure the exhibition of representatives satisfy the necessary guidelines.

2.3.2 Employee Motivation and Organization Performance

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy

for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Adeyinka et al, 2007).

Worker inspiration at work is considered as a fundamental drive as it creates exertion and activity towards business related exercises, for instance, representative's eagerness to burn through the effort to accomplish a shared objective or prize. At the point when a representative is spurred, the person in question shows excitement and energy towards the work and a solid assurance to carry out and achieve the work errands (Nguyen My. L. 2017).

Motivation is critical to both an individual and the association. For an individual, inspiration is a fundamental factor that urges an individual to accomplish individual objectives. From the hierarchical viewpoints, inspiration prompts an uplifting outlook in the working environment, simple variation to changes and greater inventiveness. The more inspired the workers are, the more commitment they bring, in this manner the more productive and effective is the business (MSG Specialists 2017).

Motivated employees perform work better than de-motivated ones. Motivated employees are more innovative as they are always looking for better ways to complete a task. They are self-direct and goal-oriented. They can produce high-quality work with more or maximized efficiency and productivity (Boundless 2017). Employee motivation has a strong influence on the effectiveness of an organization (Paul 2017). “An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence” (Abbah Maryam, 2014). There are no fixed parameters to compute the effectiveness of an organization since it varies from company to company and from case to case. However, it can be used to measure anything within an organization, from leadership, communication, accountability, metric, human performance, to the delivery systems (Anderson & Adams 2015). The focus is mainly on human performance, specifically on the aspect of employees’ motivation. The aim is to prove the connection and made concrete the idea of employee motivation resulting in organizational performance.

Employee motivation at work is considered as an essential drive as it generates effort and action towards work-related activities, for example, employee’s willingness to spend the energy to achieve a common goal or reward. When an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish the work tasks (Nguyen My. L. 2017). Motivation is important to both an individual

and the organization. For an individual, motivation is an essential factor that encourages a person to achieve personal goals. From the organizational aspects, motivation leads to a positive attitude in the workplace, easy adaptation to changes and more creativity. The more motivated the employees are, the more contribution they bring, thus the more profitable and successful is the business (MSG Experts 2017).

2.3.3 Effective Communication and Employee Performance.

A sound representative relationship guarantees a positive climate at work and assists the workers with accomplishing their objectives at a lot quicker rate. Individuals are more engaged and can gather better in their tasks and henceforth the yield increments. Representatives are not occupied with steady battles, are anxious to help one another and don't accept function as a burden. They appreciate every single second busy working and don't take leaves frequently. Correspondence isn't just significant in our everyday lives yet in addition assumes a vital part at work environment. It is quite possibly the main components which either improves or ruins the relationship among representatives (Kovach, 2015).

The correspondence ought to be direct and correct for a warm relationship among agents. Clearness in insights is critical. Make an effort not to expect that the other individual will come to know on his own what is befalling you. The contemplations ought to be changed over sensibly into material words with the ultimate objective that the other individual can fathom you well. The delegates should be clear with regards to what is all things considered commonly expected from them. Their key obligation areas, occupations and commitments ought to be granted to them in the best construction for them to play out their level best. Make an effort not to play with words (Farrell, 2016).

Agents who have open lines of correspondence with bosses will undoubtedly create suitable work relationship with those managers, to extend their legitimate ID and redesign their show, and add to various leveled productivity Tsai, Chuang and Hsieh, (2012). Laborers who report positive and open correspondence with chiefs are also better prepared to adjust to major definitive changes, similar to reductions and solidifications), report higher various leveled conspicuous evidence (Neves, P., and Eisenberger, R. (2012) and deal even more effectively with work stressors (Stephens and Long, 2010, Lambert, E. G., Minor, K. I., Wells, J. B., and Hogan, N. L. (2016). As an outcome, various ways to deal with further develop correspondence inside affiliations have been proposed (Atwater and Waldman, 2011).

Husain (2013) recognized that the imagined by correspondence during change in the business relationship as basic for productive change the leaders. The specialists are the indispensable sources to accomplish change in affiliations. To empower delegates for needed change, affiliations should address the qualms and issues related with them. Occupation vulnerability should be reduced and a sensation of neighborhood to be caused so delegates may to feel their commitments. The necessity for change and its advantages will motivate the staff to participate in change plan and execute it.

Weimann, Hinz, Scott and Pollock (2010) assessed that correspondence culture and instruments of the dispersed groups of a huge German maker is neither amazing nor complete because of the correspondence practices and apparatuses utilized by these genuine circulated groups cooperating in various settings on global ventures. The discoveries show that standard eye to eye gatherings, email telephone actually assume an essential part in group interchanges, despite the fact that an assortment of specialized devices is accessible.

The contextual analysis presumed that colleague fulfillment and group achievement must be refined if the correspondence culture in the organization considers the advancements utilized and the appropriated work setting. In like manner, Schiller & Cui, J. (2010). proposes that media fluctuate in the degrees of extravagance they give. Media may contrast in the quantity of signs they can pass on, the idealness of input, and the limit with respect to normal articulation. The greater amount of these components a medium covers the more extravagant it is. Accordingly, up close and personal can be considered as the most extravagant medium. It allows opportune input, permits the synchronous correspondence of numerous prompts like non-verbal communication, look and manner of speaking, and uses high-assortment regular language that passes on feeling. Video conferencing, telephone, talk (texting), email, text informing, tended to composed records (e.g., notes, notices, letters), and unaddressed archives (e.g., notices, standard reports) follow vis-à-vis correspondence in media wealth in a plunging request.

Today associations accept that the significant wellspring of upper hand is achieved from an association's HR and to improve authoritative execution by successfully using their HR. However, this was not generally the situation, as HR were typically seen as an expense before (Gondal and Shahbaz, 2012) McKay, Kuntz, and Näswall, (2013), shows the ramifications of correspondence in protection from change. The system prompts six suggestions in which parts

of correspondence, like data, sensations of having a place with a local area, and sensations of vulnerability, impact protection from change, which will influence the viability of the change exertion.

The discoveries surveyed that a qualification between the enlightening capacity of correspondence and correspondence to make a local area was made. In the proposed model correspondence has an impact on availability for change, yet in addition on vulnerability. As indicated by Banihashemi, (2011) all angles and focuses to viable correspondence in the association, it all in all that channels of correspondence are quite possibly the best route in a relationship, and qualified administrators should ignore all phases of correspondence. Correspondence is a fundamental component in hierarchical construction and working. It is the vital system for accomplishing incorporation and coordination of the exercises of particular units at various levels in the association in this manner upgrading high representative execution.

An alluring and strong workplace can be depicted as a climate that draws in people into the wellbeing callings, urges them to stay in the wellbeing labor force and empowers them to perform successfully.

2.3.4. Job Security and Employee Performance

The idea of employer stability began acquiring fame in the new occasions because of monetary pressing factors on associations. This is the motivation behind why Adebayo and Fortunate (2012) concurred that employer stability has gotten irreplaceable in worker and association inclination list; this is because of monetary reasons. This has come about to employer stability being one of the urgent components among the representative inclination list just as the association (Schappel, 2012; KPMG, 2010).

It is the confirmation from the organization or association that their workers will stay with them for a sensible timeframe without being wrongly excused subsequently better execution is accomplished from the representative just as the association all in all (Adebayo and Fortunate, 2012; Simon, 2011).

A lot of elements, for example, business contract, aggregate bartering understanding, work enactment and individual factors like degree of instruction, work insight, work useful region, work industry, work area assume a significant part in deciding the requirement for a person's

administrations and effects their own professional stability (Adebayo and Fortunate, 2012). In another limit, fundamental or important abilities and past encounters needed by the businesses and subject to the current financial condition and business climate could likewise ensure person's employer stability (Adebayo and Fortunate 2010)).

per Geoffrey James, professional stability significantly affects the general presentation of the group just as on association's exhibition (James, 2012). He noticed that association with laborers with low professional stability cause them to lose confidence in their future which thusly influence execution. He confirmed that the more a worker appreciates a high employer stability the more he is probably going to adequately play out his/her assignment which is reflected in the general execution of the association. Along these lines, to guarantee viable execution, associations have made plans to establish an agreeable climate by zeroing in on workers' professional stability, realizing completely well that representatives perform better when they are guaranteed of their positions and consequently this reflects in the general execution of the association (Pinnacles Watson, 2010).

2.4 Conceptual Framework

Independent variable

Dependent variable

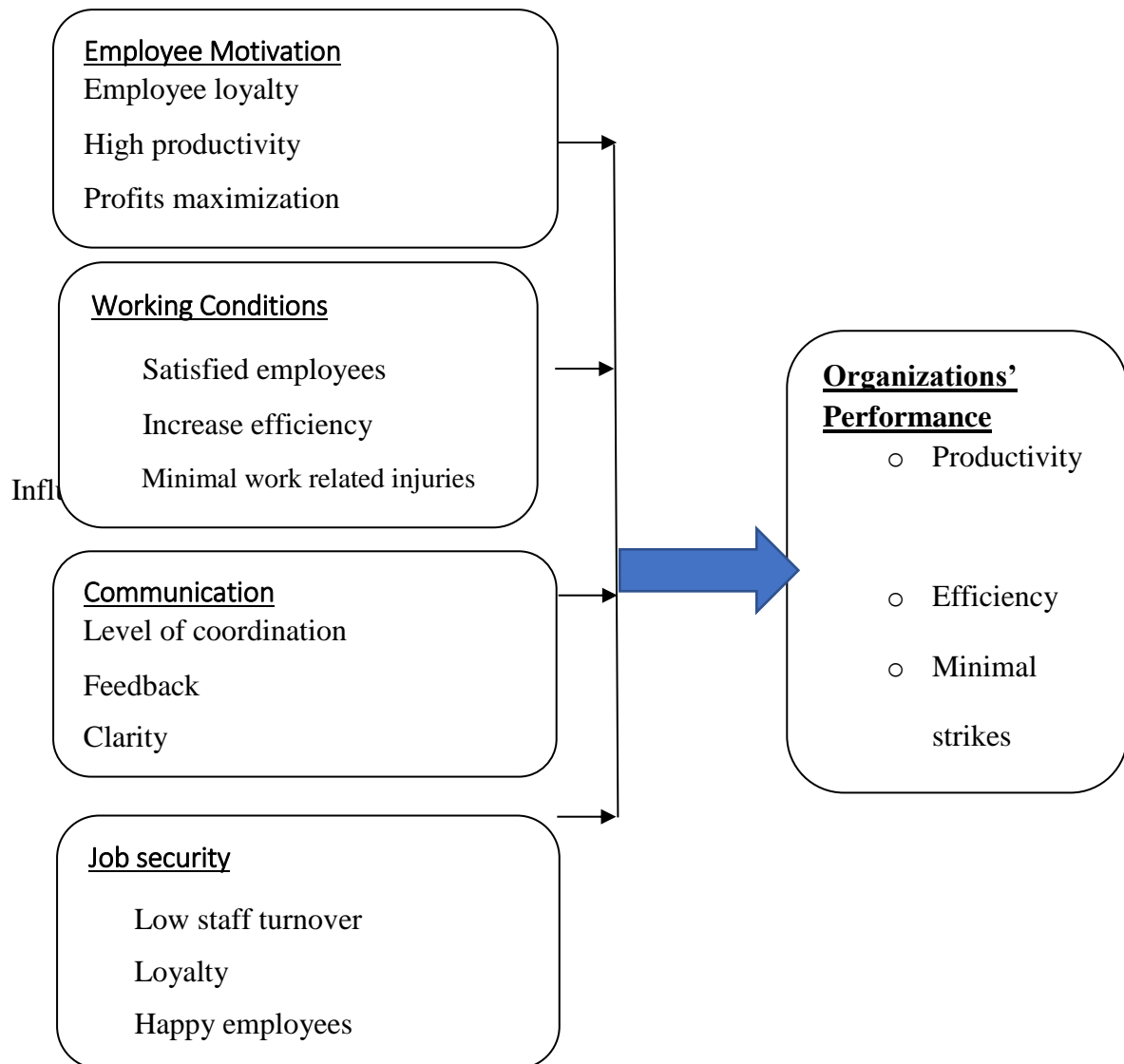


Figure 1: **Conceptual Framework**

2.5 Operationalization of the Variables

The investigation factors will be operationalized as shown in the table beneath to work with decrease of unique thoughts of builds into discernible qualities that are quantifiable. This elaborate meaning of develops or factors so they could be estimated or communicated quantitatively. The investigation factors will be operationalized dependent on research destinations. The factors under the investigation incorporate worker inspiration, working conditions, correspondence, and professional stability as the autonomous factors, while hierarchical execution is the reliant variable. Worker inspiration is estimated as far as responsibility, level of ability, and mindfulness. Working conditions will be set up as far as the representatives' advantage with the work, results of the obligations allocated to them, and work measures. Correspondence is estimated as far as level of authoritative coordination, reaction to the requirements of the representative, and representative turnover, while the operationalized pointers of employer stability incorporate degree of schooling, viability of the guidelines, and excusal of laborers.

Table 13: Operationalization of the Variables

Objective	Variable	Indicators	Measurement scale
To determine the effect of employee motivation on organizational performance	Independent Employee motivation	Employee loyalty High productivity Profits maximization	Nominal/ Ordinal
To analyze the effect of working conditions on organizational performance	Independent Working conditions	Satisfied employees Increase efficiency Minimal work related injuries	Nominal/ Ordinal
To establish the effect of communication on organizational performance	Independent Communication	Level of coordination Feedback Clarity	Nominal/ Ordinal
To assess the effect of job security on organizational performance	Independent Security security	Low staff turnover Loyalty Happy employees	Nominal/ Ordinal
Organizational performance	Dependent Organizational performance	Productivity Efficiency Minimal strikes	Nominal/ Ordinal

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the proposed methodology that will be used in conducting the study. It describes the research design, target population, sample size and sampling techniques, data collection instruments and analysis of the data that will be collected.

3.2 Research Design

The research design of the study is descriptive. Kerlinger (1969) stated that descriptive studies are not only restrictive to fact findings but may often result in the formulation of important principles of knowledge and solutions of significant problems. This involves describing the current state of affairs by use of data collected through questionnaires and interviews.

3.3 Target Population

A populace is a finished arrangement of individual cases or items for certain basic noticeable qualities (Mugenda and Mugenda, 2003). Populace additionally alludes to the bigger gathering from which the example is taken (Kombo and Stomp, 2009). Creswell and Poth (2011) saw that a populace is the absolute assortment of components about which one needs to make deductions on. An investigation populace is individuals or people that meet the analyst's operational meaning of the objective populace. These researchers concur that an objective populace is the entire arrangement of units from which the study information is to be utilized to make surmisings.

The unit of research and unit of perception are significant measures that clarify the subjects and articles under investigation. As per Wanambisi and Bwisa (2013) an objective populace is the gathering that the specialist centers around in directing a research. The objective populace for the research will be 384 employees of Kiambu County in Kenya. (Source Kiambu County –Human Resources data)

3.4 Sample Size and Sampling Procedure

Description research design was employed to enable the researcher collect data across a varied sample.

Examining configuration is a numerical capacity that gives you the likelihood of some random example being drawn (Wadoux, Brus, and Heuvelink, 2019). At the end of the day, the example configuration empowers analysts to create a guide for the choice of the example. Then again, Kothari (2012) characterizes sampling as the way toward acquiring data about a whole populace by analyzing just a piece of it. Tests can be either likelihood tests or non-likelihood tests. Likelihood tests are those dependent on straightforward arbitrary examining, orderly inspecting, and defined inspecting. Non-likelihood tests are those dependent on helpful/like purposive examining, judgment inspecting and share examining (Kothari, 2012).

This research applies multistage delineated irregular testing, where the example will be chosen haphazardly in the main stage. At the area levels, different divisions will be grouped into different layers as far as the offices/services, where respondents will be haphazardly chosen. The objective populace (Kiambu County representatives) will be arbitrarily chosen from every division/service dependent on the example that will be genuinely determined beneath. The sample size was determined using Fischer's et al. formula at 95% confidence interval shown below;

$$n = \frac{Z^2 pq}{d^2}$$

Where; n = sample size for infinite population

$$Z = 1.96 \text{ (at 95\% Confidence level)}$$

$$p = \text{estimated proportion of population (0.5)}$$

$$q = 1-p$$

d = precision of the estimate at 5% (0.05)

The sample size was;

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2}$$
$$n = \frac{0.9604}{0.0025} = 384.16$$

The sample size of 384 will be distributed among the counties and departments in correspondence to their sizes. This will ensure each stratum has a chance of being represented in the study.

3.5 Research Instrument

The primary method of information assortment will be the utilization of shut finished surveys. This technique is supported on the grounds that it is a powerful strategy in gathering data from a populace and furthermore the way that it is quick and data can be gathered in the briefest time conceivable and at a diminished expense. The utilization of surveys will guarantee simpler coding and furthermore simpler research of information gathered. The shut finished survey confines the respondents to specific classes of reactions.

3.5.1 Primary Data

The specialist utilized polls as an essential information assortment instrument. Kothari and Garg (2014) characterize a poll as a device that comprises of various short straight forward questions that require explicit straight forward answers from the people or respondents concerned. Sasaka, Namusonge and Sakwa (2014) showed that self-regulated surveys are typically liked to empower the advancement of a cozy relationship with the respondents and help with giving explanations looked for by the respondents right away. The polls will be gathered following they are filled and any exclusion will be recognized.

3.5.2 Pilot study

The researcher led pilot study to approve the unwavering quality of the instruments to use in utilized information assortment. The subjects of the pilot study was not remembered for the primary investigation. Guiding of instruments included pre-testing the research instruments on a little example of respondents who have similar qualities as the example to be considered (Coolican, 2013). In directing, 30 surveys will be regulated in Kiambu County Government and the discoveries used to refine the instrument that will expand unwavering quality of the instrument. Slope (1998) proposes that 10 to 30 members for directing in a research study are satisfactory. During the guiding of the instrument, consideration is zero on questions that make respondents awkward thus the ambiguities will be noted and remedies will be made in order to decrease weakness during the organization of inquiries. Precise and cautious expressing of each question to try not to twofold mean will lead respondents to a specific response to guarantee unwavering quality of the device.

3.6 Validity and Reliability

As indicated by Mugenda and Mugenda (2009), legitimacy alludes to "how much the instrument estimates what it should gauge". The analyst will generally zero in on content legitimacy, which alludes to the exactness with which an instrument estimates the elements under investigation. Along these lines content legitimacy will be worried about how precisely the inquiries posed to will in general evoke the data looked for. The scientist's instrument will be tried for content legitimacy by offering poll to the directors and to two additional instructors at KCA.

3.7. Data Collection Procedures

Information will be gathered through organization of surveys with the assistance of exploration aides. The poll will be first dropped with an acquaintance letter of power with carry out research to the organizations and follow up will be done through phone and furthermore close

to home visits to protect meetings with the respondents from the organizations. This will be valuable to guarantee consistency in the translations of inquiries or conflicting reactions. Unwavering quality will be set up for normalization of the exploration instruments that will be utilized in the research. To guarantee unwavering quality of the instruments, a comparable poll will be controlled to all respondents. Prior to controlling the polls in mass, pre - testing (directing) of the survey will be done preceding giving out different surveys. Cronbach's alpha was created by Lee Cronbach in (1951) to give a proportion of the interior consistency of a test or scale; it is communicated as a number somewhere in the range of 0 and 1. Internal consistency portrays the degree to which every one of the things in a test measure a similar idea or build and thus it is associated with the between relatedness of the things inside the test. Inward consistency ought to be resolved before a test can be utilized for exploration or assessment purposes to guarantee legitimacy (Tavakol, 2011). Cronbach's alpha basic equation measure which is an extension of the Kuder - Richardson formula 20 (KR-20), reliability coefficient of internal consistency will be determined and given by equation 2 below;

$$KR-20 = \frac{[K(S^2 - \sum S^2)]}{[\sum S^2 - (K - 1)]} \dots\dots\dots \text{Equation 1}$$

Where;

KR-20 – Reliability coefficient of internal consistency

K – Number of questions used to measure the reliability

$\sum S^2$ – Total variance of overall scores on the entire test

S^2 – Variance of scores on each question

3.8 Data Processing and analysis

Data will be presented using tables, figures, graphs, frequency tables, pie charts and use of histograms, frequency polygons and bar charts.

3.8.1 Variable Definitions and Measurements

The independent variables include; employee motivation, working conditions. Communication and job security. On the other hand, the dependent variable is the Organization performance of County government of Kiambu. This is represented in a multiple regression model so as to determine the importance of employee relations in an Organization performance with particular reference to Kiambu County Government. This was done using inferential statistics for example using ANOVA, t-test, Pearson correlation, Chi-square(x^2) and p- values. Variables will be represented in the forms which show the relationship between the dependent and the independent variables.

The model is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots\dots\dots \text{Equation 2}$$

Where;

Y - Organization performance

β_0 – Constant (Alpha)

$\beta_1 \dots \beta_4$ – Regression coefficients to be estimated

X_1 – Employee Motivation

X_2 – Working Conditions

X_3 – Communication

X_4 – Job Security

e - Error

All the above statistical tests will be done with the aid of statistical package for social science (SPSS) version 25.0. The error term (e) is a random variable and it has a mean of 0 (zero) and it captures the variables that cannot be quantified.

3.8.2 Research Ethics

This study will ensure that relevant people, committees and authorities have been consulted, informed and the necessary permission approval obtained. In this study the researcher will ensure that the samples have received a full disclosure of the nature of the study, the risks, benefits and alternatives, with an extended opportunity to ask questions. The distribution of questions will be fair and equitable selection of samples will be carried out in this study.

This study will ensure trust with participants by ensuring anonymity and confidentiality of the information shared on questionnaires. All the information in the project will supported by the authors' details that comes up with the stated information.

3.8.3. Diagnostic tests

This will test the relationship between the dependent and the independent variables. It will show a mathematical relationship of how independent variables are related to the dependent variable. Here, regression models are preferred. All regression models have assumptions and violations of these assumptions can lead to unreliable results.

The following are the assumptions that underline the regression models;

a) Linearity

This refers to the degree to which the change in the dependent variable is related to the change in the independent variables. Linearity between the dependent variable and each independent variable will be tested using Pearson Product Moment of Correlation (PPMC) Coefficient. The goal of this test will be to assess the strength of linear relationship amongst the variables (Hair *et al.*, 2010).

b) Normality

This is the assumption that the scores on the continuous variable are normally distributed about mean, that is, it follows normal distribution. Usually, this is represented using a smooth curve. The total probability under curve equals to one (Thereon *et al.*, 2007). Normality of the

independent variables will be tested using, mathematical methods, for example, we use the degree of Skewness and Kurtosis of the variable. Kurtosis refers to the peakedness of variables; similarly, the normality of the distribution will be checked using Kolmogorov – Smirnov tests.

c) **Multi-Collinearity**

Multi - collinearity (also collinearity) is a phenomenon in which one predictor variable in a multiple regression model can be linearly predicted from the others with a substantial degree of accuracy. In this situation the coefficient estimates of the multiple regressions may change erratically in response to small changes in the model or the data. Multi-collinearity does not reduce the predictive power or reliability of the model as a whole, at least within the sample data set; it only affects calculations regarding individual predictors. That is, a multiple regression model with collinear predictors can indicate how well the entire bundle of predictors predicts the outcome variable, but it may not give valid results about any individual predictor, or about which predictors are redundant with respect to others. Multi-collinearity is the presence of many correlations between independent variables (William *et al.*, 2013). In this study, multi-collinearity will be assessed using Variance Inflation Factor (VIF) and by means of tolerance values. Normally, a tolerance value of below 0.01 or VIF greater than 10.0 reveals serious Multi-collinearity problems while Tolerance indicates the amount of variability of the partial or independent variable not explained by other independent variable whereas VIF is the inverse of tolerance (Leech *et al.*, 2011).

e) **Heteroscedasticity**

This is a collection random variables and the variability could be quantified by the variance or any other measures of statistical dispersion. Thus heteroscedasticity is the opposite of homoscedasticity. In the regression analysis, the existence of heteroscedasticity is a major

concern including the ANOVA (Analysis of Variance) as it may suggest that the variances do not vary hence an assumption of linearity with the effect being modeled. For instance, while the ordinary least squares estimator is still unbiased in the presence of heteroscedasticity, it is inefficient because the true variance and covariance are underestimated. The testing of the differences between the sub populations may assume that the variances are equal within the groups.

d) Autocorrelation

Autocorrelation is sometimes called “serial correlation”, which refers to the correlation between members of a series of numbers arranged in time. Alternative terms are “lagged correlation”, and “persistence.” Geophysical time series are frequently auto-correlated because of inertia or carryover process in the physical system. Autocorrelation complicates the application of statistical tests by reducing the effective sample size. Autocorrelation can also complicate the identification of significant covariance or correlation between time series (Hair *et al.*, 2010).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter entailed data analysis, modelling of the variables, discussion of the results as well as research findings as envisaged in chapter three.

4.2 Response Rate

The research sample composed of 384 respondents, out of which 321 questionnaires were received back, with sixty-three (63) being either not filled or not returned at all. This translated to 83.59% response rate which was acceptable for data analysis.

Table 4.1: Response Rate

Item	Frequency	Percent
Answered questionnaires	321	83.59
Unanswered questionnaires	63	16.41
Total	384	100.0

4.3 Pilot Study Results

The research instrument was tested for validity and reliability. A sample of thirty-four (34) questionnaires from Kiambu County headquarters were drawn and were subjected to the pilot study. According to Creswell (2008), the rule of thumb is that 10% of the sample should constitute a pilot test.

4.3.1 Validity of Research instrument

Validity was tested by employing face validity and content validity to ensure correctness of the questionnaire. Through content validation and in consultation with human resource management experts, human resource management professionals, human resource

management lecturers and my supervisors, it was confirmed that the items were a representative sample of all items within the content domain of interest and that they would address the desired issues.

4.3.2 Reliability of Research instrument

Cronbach Alpha was used to determine the reliability of the questionnaire. The overall Cronbach Alpha was 0.858 which was found to be very good and hence the research instrument was reliable for the current study. George and Mallery (as cited in Kimaku, Omwenga & Nzulwa, 2019) stated that the reliability of the constructs was acceptable based on the rule that when Cronbach’s alpha value is greater than 0.9, it is considered excellent; when value is 0.8 is deemed very good and when it is 0.7, it is rated as good.

Table 4:2: Overall reliability coefficients (Cronbach Alpha) of the independent variables

S/No.	Variable	No. of		Remarks
		Items	Cronbach Alpha Value	
1	Employee Motivation	7	0.825	Very Good
2	Working Conditions	8	0.915	Excellent
3	Communication	8	0.854	Very Good
4	Job Security	8	0.904	Excellent
	AVERAGE	7.6	0.858	Very Good

Table 4:3: Overall reliability coefficients (Cronbach Alpha) for the dependent variable

S/No.	Variable	No. of		Remarks
		Items	Cronbach Alpha Value	
	Organization Performance in Kiambu County Government, Kenya	10	0.869	Very Good

4.4 Respondents Background Information

Respondents' background information capturing gender, age bracket, highest level of education, and work experience was analyzed.

4.4.1 Distribution of Respondents by Gender of the respondent

The distribution by gender indicated that 41.0% of the respondents were male while 59.0% of the respondents were female as shown in table 4.4 below.

Table 4:4: Distribution of Respondents by Gender of the respondent

Gender	Frequency	Percent
Male	132	41.0
Female	189	59.0
Total	321	100.0

4.4.2 Distribution of Respondents by Length of Service

Table 4.5 below gives a summary of the age distribution. A total of 321 respondents were interviewed and from the data, 34.7% of the respondents that have worked in the public service for less than one year, 45.0% have worked in the public service for between 1 and 5 years, 13.5% of the respondents have worked in the public service for between 6 and 10 years and 6.8% were respondents who have worked in the public service for between 11-15 years.

Table 4:5: Distribution of Respondents by Length of Service

Age Bracket	Frequency	Percent
Less than 1 year	111	34.7
1 -5 years	144	45.0
6 - 10 years	44	13.5
11-15 years	22	6.8
Over 16 years	0	0
Total	321	100.0

4.4.3 Distribution of Respondents by highest education level

From all the respondents interviewed, 12.4% were PhD degree holders, 31.1% were holders of Master's degree, 51.4% were holders of a bachelor degree as the highest level of education, whereas 5.2% were Diploma holders as the highest academic level as shown in table 4.6 below.

Table 4:6: Distribution of Respondents by Highest education level

Highest education level	Frequency	Percent
PhD Degree	40	12.4
Masters' degree	100	31.1
Bachelors' degree	165	51.4
Diploma	16	5.2
Total	321	100.0

4.4.4 Distribution of Respondents by Job Carder

In terms respondents' job carder in Kiambu county, 4.8% were in the top management, 33.1% of the respondents indicated that they were in auxiliary staff level of employment. 51.0% of the respondents who are the majority were support staff while 11.2% of the respondents said that they were in middle management.

Table 4:7: Distribution of Respondents by Job Carder

Work Experience	Frequency	Percent
Top Management	15	4.8
Auxiliary Staff	106	33.1
Support Staff	164	51.0
Middle Management	36	11.2
Total	321	100.0

4.5 Descriptive Analysis

The researcher uses descriptive statistics to explain the scores of data by use of statistics. Mean standard deviation and percentages were used to present the study findings.

4.5.1 Employee Motivation

To obtain information about the first independent variable Employee Motivation, several statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “I am committed to my current roles and responsibilities” 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 57.8% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement “I have the right skills to undertake duties assigned to me?” 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741. On the statement “I am aware to the needs of the organization”, 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement “We are regularly trained to achieve the institutional goals.”, 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.251.

Table 4:8: Employee Motivation frequencies

Employee Motivation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
I am committed to my current roles and responsibilities	-	5.6	23.5	57.8	13.1	3.78	.739
I have the right skills to undertake duties assigned to me	-	-	19.1	41.0	38.9	4.21	0.741
I am aware to the needs of the organization	-	2.8	38.6	32.3	26.3	3.82	.885
We are regularly trained to achieve the institutional goals.	13.1	10.4	23.9	35.5	17.1	3.33	1.251
We are routinely motivated	6.0	-	13.1	41.0	38.9	4.21	0.741
The county provides incentives to the employees	-	2.8	38.6	32.3	26.3	3.82	.885
I have been promoted in the recent years	13.1	10.4	23.9	35.5	17.1	3.33	1.251

4.5.2 Working Conditions

To obtain information about the first independent variable Working Conditions, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “I (employees) have interest in my (their) work” 15.1% strongly disagreed to the statement, 13.9% of the respondents disagreed to the statement, 35.5% of the respondents neither agreed nor disagreed to the statement, 24.7% of the respondents agreed to the statement whereas 10.8% of the respondents strongly agreed to the statement, with a mean of 3.02 and standard deviation 1.195.

On the statement “I like the working environment” 13.5% strongly disagreed to the statement, 8.8% of the respondents disagreed to the statement, 10.8% of the respondents neither agreed

nor disagreed to the statement, 43.8% of the respondents agreed to the statement whereas 24.1% of the respondents strongly agreed to the statement, with a mean of 3.54 and standard deviation 1.306. On the statement “My performance outcomes have improved”, 5.2% strongly disagreed to the statement, 23.9% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 20.7% of the respondents agreed to the statement whereas 31.1% of the respondents strongly agreed to the statement, with a mean of 3.49 and standard deviation 1.291. Regarding the statement “The county has good working conditions”, 4.8% strongly disagreed to the statement, 15.9% of the respondents disagreed to the statement, 7.6% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 3.71 and standard deviation 1.145.

On the statement “Organizational processes are easy to understand” 4.8% strongly disagreed to the statement, 29.9% disagreed to the statement, 5.2% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 18.3% of the respondents strongly agreed to the statement, with a mean of 3.39 and standard deviation 1.223. On the statement “I am stressed working in this organization.” 8.4% strongly disagreed to the statement, 2.0% disagreed to the statement, 13.9% of the respondents neither agreed nor disagreed to the statement, 55.4% of the respondents agreed to the statement whereas 20.3% of the respondents strongly agreed to the statement, with a mean of 3.77 and standard deviation 1.062. On the statement “I am experiencing fatigue” 2.8% strongly disagreed to the statement, 4.8% disagreed to the statement, 12.7% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 46.2% of the respondents strongly agreed to the statement, with a mean of 4.16 and standard deviation 1.006. Finally, on the statement “I am satisfied working in this county”

10.8% strongly disagreed to the statement, 10.4% disagreed to the statement, 21.9% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 21.5% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 1.240.

Table 4:9: Working Conditions frequencies

Working Conditions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
I (employees) have interest in my (their) work.	15.1	13.9	35.5	24.7	10.8	3.02	1.195
I like the working environment.	13.5	8.8	10.8	43.8	24.1	3.54	1.306
My performance outcomes have improved.	5.2	23.9	19.1	20.7	31.1	3.49	1.291
The county has good working conditions	4.8	15.9	7.6	47.0	24.7	3.71	1.145
Organizational processes are easy to understand.	4.8	29.9	5.2	41.8	18.3	3.39	1.223
I am stressed working in this organization.	8.4	2.0	13.9	55.4	20.3	3.77	1.062
I am experiencing fatigue	2.8	4.8	12.7	33.5	46.2	4.16	1.006
I am satisfied working in this county	10.8	10.4	21.9	35.5	21.5	3.47	1.240

4.5.3 Communication

To obtain information about the first independent variable I am satisfied working in this county, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “There is good coordination in the county” 2.0% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 11.6% of the respondents neither agreed nor disagreed to the statement, 30.7% of the respondents agreed to the statement whereas 53.0%

of the respondents strongly agreed to the statement, with a mean of 4.30 and standard deviation 0.922.

On the statement “Rules of the county are clearly communicated” 5.6% strongly disagreed to the statement, 7.2% of the respondents disagreed to the statement, 5.6% of the respondents neither agreed nor disagreed to the statement, 53.8% of the respondents agreed to the statement whereas 27.9% of the respondents strongly agreed to the statement, with a mean of 3.91 and standard deviation 1.058. On the statement “We are routinely engaged by the county, 5.6% strongly disagreed to the statement, 27.1% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 27.5% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.31 and standard deviation 1.229.

Regarding the statement “There are good interpersonal relationships.”, 10.4% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.70 and standard deviation 1.188.

Table 4:10: Communication frequencies

Communication	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
There is good coordination in the county.	2.0	2.8	11.6	30.7	53.0	4.30	0.922
Rules of the county are clearly communicated.	5.6	7.2	5.6	53.8	27.9	3.91	1.058
We are routinely engaged by the county.	5.6	27.1	19.1	27.5	20.7	3.31	1.229
There are good interpersonal relationships.	10.4	2.8	19.1	41.8	25.9	3.70	1.188
The county handles individual employee concerns	2.0	2.8	11.6	30.7	53.0	4.30	0.922
Organizational conversations reach everyone	5.6	7.2	5.6	53.8	27.9	3.91	1.058
There is easy uptake of new tools/processes	10.4	2.8	19.1	41.8	25.9	3.70	1.188
Our concerns are taken care of	2.0	2.8	11.6	30.7	53.0	4.30	0.922

4.5.4 Job Security

To obtain information about the first independent variable Job Security, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “I signed a contract before commencing work” 2.8% strongly disagreed to the statement, 2.0% of the respondents disagreed to the statement, 13.5% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 29.9% of the respondents strongly agreed to the statement, with a mean of 4.04 and standard deviation 0.875. Regarding the statement “The county meets its contractual obligations”, 8.0% strongly disagreed to the statement, 18.7% of the respondents disagreed to the statement, 16.3% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement

whereas 5.2% of the respondents strongly agreed to the statement, with a mean of 3.27 and standard deviation 1.177.

On the statement “County employees lost employment in the recent past”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 56.6% of the respondents agreed to the statement whereas 28.3% of the respondents strongly agreed to the statement, with a mean of 4.08 and standard deviation 0.809. On the statement “I possess appropriate level of education” 2.8% strongly disagreed to the statement, 25.5% of the respondents neither agreed nor disagreed to the statement, 57.8% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.80 and standard deviation 0.780. On the statement “Labour rules are effective” 10.4% strongly disagreed to the statement, 14.3% of the respondents disagreed to the statement, 26.7% of the respondents neither agreed nor disagreed to the statement, 37.5% of the respondents agreed to the statement whereas 11.2% of the respondents strongly agreed to the statement, with a mean of 3.25 and standard deviation 1.150. On the statement “There are stimulus-based training programs” 2.8% strongly disagreed to the statement, 8.0% of the respondents disagreed to the statement, 35.9% of the respondents neither agreed nor disagreed to the statement, 47.8% of the respondents agreed to the statement whereas 5.6% of the respondents strongly agreed to the statement, with a mean of 3.45 and standard deviation 0.830.

Table 4:11: Job Security frequencies

Job Security	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
I signed a contract before commencing work	2.8	2.0	13.5	51.8	29.9	4.04	0.875
The county meets its contractual obligations	8.0	18.7	16.3	51.8	5.2	3.27	1.177
County employees lost employment in the recent past	2.8	-	12.4	56.6	28.3	4.08	0.809
I possess appropriate level of education	2.8	-	25.5	57.8	13.9	3.80	0.780
Labour rules are effective	10.4	14.3	26.7	37.5	11.2	3.25	1.150
There are stimulus-based training programs.	2.8	8.0	35.9	47.8	5.6	3.45	0.830
The county follows employment protection laws	8.0	18.7	16.3	51.8	5.2	3.27	1.177
Dismissed employees are subjected to fair hearing processes	2.8	-	12.4	56.6	28.3	4.08	0.809

4.5.5 Organizational Performance

To obtain information about the first independent variable Organizational Performance, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Kiambu county government has achieved all the short goals.” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.576. On the statement “Individuals seeking services in Kiambu County are satisfied”, 5.6% strongly disagreed to the statement, 16.7% of the respondents neither agreed nor disagreed to the statement, 57.0% of the respondents agreed to the statement

whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement “Employee retention rate is high”, 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

On the statement “There is a positive attitude of the public about Kiambu County performance”, 2.8% strongly disagreed to the statement, and 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874. On the statement “Kiambu County meet the set goals using least amount of resources.” 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869.

Table 4:12: Organizational Performance frequencies

Organizational Performance	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Kiambu county government has achieved all the short goals.	-	-	10.4	64.9	24.7	4.14	0.576
Individuals seeking services in Kiambu County are satisfied	5.6	-	16.7	57.0	20.7	3.87	0.929
Employee retention rate is high	2.0	13.1	21.5	49.4	13.9	3.60	0.951
There is a positive attitude of the public about Kiambu County performance.	2.8	-	12.4	40.6	44.2	4.24	0.874
Kiambu County meet the set goals using least amount of resources	2.8	-	22.7	47.0	27.5	3.96	0.869

4.6 Inferential Analysis

Both correlation and regression analyses were performed to find out the degree of relationship between the variables and the contribution of independent variables towards the dependent variable for correlation and regression respectively.

4.6.1 Correlation Analysis

Correlation analysis identified the existence or otherwise of relationship between Organizational Performance and all the other variables. Pearson Product Moment Correlation coefficient was used; the correlation coefficient (r) was used to establish whether there was linear relationship between the variables of interest in the study. The coefficient of determination (r^2) was used to check for goodness - of - fit. The value of r ranges between -1 and +1, $r = 0$ implies no correlation, $r = 1$ means perfect correlation.

4.6.1.1 Correlation analysis for Organizational Performance

From table 4.14 below, there is a positive significant relationship between Organizational Performance and Employee Motivation. The Pearson's correlation coefficient was 0.653, p-value <0.001 . This implied that 65.3% of Organizational Performance in Kiambu County is explained by Employee Motivation. Likewise, there was a strong positive significant relationship between Organizational Performance and Working Conditions, with a Pearson's correlation coefficient of 0.763 and a p-value <0.001 , implying that 76.3% of Organizational Performance in Kiambu County is explained by Working Conditions. Between Organizational Performance and Communication, the Pearson's correlation coefficient was 0.800 and a p-value <0.001 , which implied a strong positive significant relationship. The results imply that 80.0% of Organizational Performance in Kiambu County is explained by Communication.

Congruently, the correlation coefficient between Organizational Performance and Job Security was 0.700 and p-value < 0.001 respectively, implying a high positive significant relationship between the two variables, implying that 70.0% of Organizational Performance in Kiambu County is explained by Job Security

Table 4:13: Correlation matrix for Organizational Performance' variable

		Correlations					
		Y	X ₁	X ₂	X ₃	X ₄	M
Y	Pearson Correlation	1	.653**	.763**	.800**	.700**	.712**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	87	87	87	87	87	87

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

4.6.1.2 Summarized correlations for all variables

Table 4.14 below depicts a summary of correlations of all the variables.

Table 4:14: Correlation matrix for all variables

		Correlations					
		Y	X ₁	X ₂	X ₃	X ₄	M
Y	Pearson Correlation	1	.653**	.763**	.800**	.700**	.712**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	87	87	87	87	87	87
X ₁	Pearson Correlation	.653**	1	.598**	.780**	.617**	.540**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	87	87	87	87	87	87
X ₂	Pearson Correlation	.763**	.598**	1	.804**	.872**	.817**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	87	87	87	87	87	87
X ₃	Pearson Correlation	.800**	.780**	.804**	1	.760**	.741**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	87	87	87	87	87	87
X ₄	Pearson Correlation	.700**	.617**	.872**	.760**	1	.841**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	87	87	87	87	87	87
M	Pearson Correlation	.712**	.540**	.817**	.741**	.841**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	87	87	87	87	87	87

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

4.6.2 Regression Analysis

The study adopted both simple linear regression and multiple regression to establish the relationship between the independent variables (Employee Motivation, Working Conditions, Communication and Job Security and the dependent variable (Organizational Performance).

Table 4.15(i) shows the regression model of the relationship between Employee Relation practices and the Organizational Performance. As indicated in the table 4.15(i) the coefficient of determination R square (R^2) is 0.685 and R is 0.827. The statistic R which is 0.827 is the correlation coefficient, which implied a strong positive relationship between the joint relationship of Employee Relation practices and the Organizational Performance. The coefficient of determination R square (R^2) implied that 68.5% of the variation on the Organizational Performance in Kiambu County was explained by the variation of the Employee Relation practices.

The other 31.5% of the variation in Organizational Performance is explained by other factors not included in the model. The results show that Employee Relation practices influenced the Organizational Performance in Kiambu County.

Table 4.15(ii) indicates the results of Analysis of Variance (ANOVA) on Employee Relation practices versus Organizational Performance. From the ANOVA results, the p-value of the F statistic is less than 0.001 ($p\text{-value} < .001$), an indication that the model was statistically significant, thereby implying that the data was excellent for making a conclusion. This therefore implied that the Employee Relation practices significantly influenced the Organizational Performance in Kiambu County. The regression results were fitted in Model

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

Table 4.16 (iii) presents beta coefficients of Employee Relation Practices Organizational Performance ($\beta_1 = 0.090$, $\beta_2 = 0.232$, $\beta_3 = 0.381$, $\beta_4 = -0.001$; t-values of 1.723, 4.192, 5.731, -

0.023 and p-values of 0.086, <.001, <0.001 and .982 respectively). Therefore, the Model equation is;

$$Y = -3.146E-005 + 0.090X_1 + 0.232X_2 + 0.381X_3 - 0.001X_4$$

Where,

Y = Organizational Performance

X₁ = Employee Motivation

X₂ = Working Conditions

X₃ = Communication

X₄ = Job Security

Table 4:15: Regression analysis for Employee Relation practices

i) Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	.685	.679	.33462

a. Predictors: (Constant), X₁, X₂, X₃, X₄

ii) ANOVA^a			iii)		
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	59.783	4	14.946	172.010	.000 ^b
1 Residual	27.545	317	.08689		
Total	87.328	321			

a. Dependent Variable: Organizational Performance in Kiambu County

b. Predictors: (Constant), X₁, X₂, X₃, X₄

		iv) Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-3.146E-005	.021		-.001	.999
1	X ₁	.090	.052	.100	1.723	.086
	X ₂	.232	.055	.347	4.192	.000
	X ₃	.381	.066	.444	5.731	.000
	X ₄	-.001	.062	-.002	-.023	.982

a. Dependent Variable: Organizational Performance in Kiambu County

Discussion of the findings on the relationship between Employee Relation practices and the Organizational Performance in Kiambu County

The T statistics for the coefficients of the four are 1.723, 4.192, 5.731, -0.023 respectively, with p values of 0.086, <.001, <0.001 and .982. Since the overall model is statistically significant, this implied that Employee Relation practices significantly influenced Organizational Performance in Kiambu County. The results further confirmed that the Employee Relation practices had a positive influence on Organizational Performance in Kiambu County.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings of this study, the conclusions and recommendations for further research.

5.2 Summary of the major findings

The study sought to establish the effect of Employee Relation practices and Organizational Performance in Kiambu County. The research dedicated to studying on how Employee Motivation, Working Conditions, Communication and Job Security, influence on the Organisational Performance in Kiambu County.

The summary of the findings is shown as follows:

5.2.1 Employee Motivation on the organizational Performance in Kiambu County

The study sought to assess the effect of Employee Motivation on the organizational Performance in Kiambu County. The research findings indicated that there was a positive significant effect of Employee Motivation on the organizational Performance in Kiambu County.

5.2.2 Working Conditions on the organizational Performance in Kiambu County

The study sought to establish the effect of Working Conditions on the organizational Performance in Kiambu County. The research findings showed that there was a positive significant effect of Working Conditions on the organizational Performance in Kiambu County.

5.2.3 Communication on the organizational Performance in Kiambu County

The study desired to examine the effect of Communication on the organizational Performance in Kiambu County. The research results indicated that there was a positive significant effect of Communication on the organizational Performance in Kiambu County. This implies that

excellent Communication practices will have a direct positive impact on organizational Performance in Kiambu County.

5.2.4 Job Security on the organizational Performance in Kiambu County

The study sought to find out the effect of Job Security on the organizational Performance in Kiambu County. The research results showed a strong positive correlation between Job Security and organizational Performance in Kiambu County, indicating that there was a positive significant influence of Job Security and organizational Performance in Kiambu County. This implies that in presence of Job Security practices will lead to organizational Performance in Kiambu County.

5.3 Conclusions of the study

Specific objective 1: To assess the effect of Employee Motivation on the organizational Performance in Kiambu County.

The study concludes that Employee Motivation is key to the organizational Performance in Kiambu County. This implies that the a motivated team will be productive, loyal , happy employees, feel appreciated, valued and this can contribute to improvement of organizational Performance in Kiambu County Government.

Specific objective 2: To establish the effect of Working Conditions on the organizational Performance in Kiambu County

The study concludes that Working Conditions affects organizational Performance in Kiambu County. This therefore means that the Administration & Public services department in Kiambu County should have clear way of addressing working condition issues. A policy on working conditions should be developed and implemented. Ensure adherence of worked conditions as per the Health and Safety Act 2007.

Specific objective 3: To examine the effect of Communication on the organizational Performance in Kiambu County

The study concludes that Communication affect organizational Performance in Kiambu County to a great deal. This therefore means that Kiambu should put in place effective Communication systems for monitoring Organizational performance. Systems, procedures on communications should be put in place to ensure all employees are informed. Proper channels and modes of communication should be employed. Feedback mechanisms should also be encouraged.

Specific objective 4: To analyze the effect of Job Security on the organizational Performance in Kiambu County

The study concludes that Job Security has an effect to organizational Performance in Kiambu County to a great deal. Kiambu County should therefore have clear mechanisms on how to implements Job Security in order to match the current job demands and ensure employees remain loyal to the Organization. This will help employee motivation increase, leads to high productivity, and reduction of labor turnover. Development of good policies on job security is recommended.

5.4 Recommendations of the study as per the findings and conclusion objective

This section provides the policy and managerial recommendations related to Employee Relation practices and the Organisational Performance in Kiambu County.

5.4.1 Managerial recommendations

A practical area this study can be applied is in the area of Employee Management in organizations and particularly Kiambu County. The study revealed that Employee Motivation, Working Conditions, communication and Job Security had effect on the organizational

Performance in Kiambu County. The study therefore recommends that management of Kiambu County through the Administration & Public services, where the Human Resource Management is part of to take note of these Employee Relation practices, be keen on the best Employee Management approaches/strategies and offer support to subordinates, put in place clear communication channels, have efficient Monitoring mechanisms and always approach organizational changes from an Employee Management perspective. If employees are not motivated, this can affect the Organization performance.

5.4.2 Policy recommendations

Since monitoring & evaluation has the highest contribution towards organizational Performance in Kiambu County Government, a policy ought to be put in place to enforce the importance of Monitoring and evaluation as a key strategy implementation practice that affect the organizational Performance in Kiambu County. The policy will guide the Kiambu County management and employees will be guided as applicable.

5.5 Areas for further research

Even though this research provided meaningful results, there were possibilities that all Employee Relation practices were not exhausted and hence the need for further research. To begin with, the selection of Employee Relation practices included in the conceptual framework was not exhaustive. Therefore, other factors could provide additional insights into the Employee Relation practices and organizational Performance in Kiambu County. Equally, future researchers may consider other variables that are not considered in this research.

Secondly, with a view that this research was conducted only in Kiambu County, future research can be extended to organizations in other industries, particularly the private sector to establish whether the findings in this research were in concurrence.

Appendix I: References

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Appendix II: Questionnaire

This questionnaire is designed to collect data on the importance of employee relations on organization performance with specific reference to Kiambu County.

SECTION A: Background Information

1. Which department do you work in?

Education, Gender, Culture & Social services Water, Environment, Energy, Natural resources

Administration & Public services Agriculture, Livestock & Irrigation

Trade, tourism, industries & enterprise development Lands, housing, physical planning,
municipal administration & Urban development Roads, transport, & public works

Health Services Youth affairs, sports & Communication

Finance & economic planning

2. What is your gender?

Male Female

3. What is your Job Carder?

Top Management Middle management

Support Staff Auxiliary staff

4. Indicate the number of years you have worked in public sector (Tick one as appropriate)

Less than 1 year 1-5 years 6-10 years

11-15 years Over 16 years

5. What is your level of education?

Secondary College/Diploma Bachelors' degree

Masters PhD

SECTION B: EMPLOYEE MOTIVATION

6. In a scale of 1-5, please indicate to what extent you agree with the following statements concerning the influence of employee motivation on organizational performance in the county.

(Where 1 is “Strongly Disagree”, 2 is “Disagree”, 3 is “Undecided”, 4 is “Agree”, 5 is “Strongly Agree”). Tick one as appropriate.

Employee Motivation

I am committed to my current roles and responsibilities					
I have the right skills to undertake duties assigned to me					
I am aware of the needs of the organization					
We are routinely motivated					
The county provides incentives to the employees					
I have been promoted in the recent years					
We are regularly trained to achieve the institutional goals					
There are various aspect of performance recognition					
I make less errors in my work					

SECTION C: WORKING CONDITIONS

7. In a scale of 1-5, please indicate to what extent you agree with the following statements concerning the influence of working conditions on organizational performance in the county. (Where 1 is “Strongly Disagree”, 2 is “Disagree”, 3 is “Undecided”, 4 is “Agree”, 5 is “Strongly Agree”). Tick one as appropriate.

Working Conditions

I have interest in my work					
I like the working environment					
My performance outcomes have improved					
The county has good working conditions					
Organizational processes are easy to understand					
I am stressed working in this organization					
I am experiencing fatigue					
I am satisfied working in this county					

SECTION D: COMMUNICATION

8. In a scale of 1-5, please indicate to what extent you agree with the following statements concerning the influence of communication on organizational performance in the county. (Where 1 is “Strongly Disagree”, 2 is “Disagree”, 3 is “Undecided”, 4 is “Agree”, 5 is “Strongly Agree”). Tick one as appropriate.

Communication

There is good communication in the county					
Changes at the Kiambu County are clearly communicated					
Our concerns are taken care of					
We are routinely engaged by the county					
There are good interpersonal relationships					
The county handles individual employee concerns					
Organizational conversations reaches everyone					
There is easy uptake of new tools/processes					

SECTION E: JOB SECURITY

9. In a scale of 1-5, please indicate to what extent you agree with the following statements concerning the influence of job security on organizational performance in the county. (Where 1 is “Strongly Disagree”, 2 is “Disagree”, 3 is “Undecided”, 4 is “Agree”, 5 is “Strongly Agree”). Tick one as appropriate.

Job Security

I signed a contract agreement before commencing work					
Kiambu County meets its contractual obligations					
Kiambu County employees lost employment in the recent past					
There are stimulus-based training programs					
The Kiambu County adheres to Kenya Labour laws					
Employees are given a chance for fair hearing process.					

SECTION E: ORGANIZATIONAL PERFORMANCE

10. In a scale of 1-5, please indicate to what extent you agree with the following statements concerning organizational performance in the county. (Where 1 is “Strongly Disagree”, 2 is “Disagree”, 3 is “Undecided”, 4 is “Agree”, 5 is “Strongly Agree”). Tick one as appropriate.

Organizational performance

Kiambu County government achieves County goals?					
Individuals seeking services in the County are satisfied					
Employee retention rate is high					
There is a positive attitude of the public about Kiambu County Government performance.					
Kiambu County meets set goals using least amount of resources.					

Thank you for your participation

Appendix III: Work Plan

Month	Establish research topic and problem.	Draft research proposal	Proposal presentation.	Presentation and forwarding	Data Collection & Pilot presentation	Project submission & Finalization presentation	Graduation
January –Feb 2021							
Mar- Apr 2021							
May –June 2021							
Jul –Aug 2021							
August –Dec 2021							
Jan-October 2022							
Dec 2022							

Appendix IV : Budget

ITEM	REQUIREMENT	DESCRIPTION	COST/UNIT Kes.	TOTAL COST Kes.
Internet	Bundles		Sum	5,000.00
Proposal	4 copies	Printing 105 pages	5.00	2100
	4 copies	Spiral binding	200.00	800
Sub Total				7900.00
Questionnaires	250 Copies	Printing 4 page set document.	20.00	10,000.00
Sub Total				10,000
Stationery	Note books	5	100.00	500.00
	Pens	10	50.00	500.00
	Pencils	10	40.00	400.00
	Erasers	10	20.00	200.00
	Highlighters	5	150.00	750.00
Sub Total				2350.00
Data collection preliminary costs		Approvals, questionnaires & Piloting		5,000.00
Data collection	Field Work (Transport, Accommodation & Allowances)	7 Research Assistants	5,000	20,000.00
Sub Total				25,000.00
Data Analysis	Coding, Data entry & Analysis	Software & Data Analyst	Sum	20,000.00
Report Development	Analysis	Researcher	5,000	5,000.00
Preliminary report	3 copies	Printing 180 pages	20.00	10,800.00
Final report	4 copies	Printing 180 pages	20.00	14,400.00
Publishing	Publications	3 sets	10,000	30,000
	4 Copies	Hard cover Binding	750.00	3,000
				83,200
Contingency				5,000
Total project cost				133,450.00