

**THE EFFECT OF EMPLOYEE INVOLVEMENT ON PERFORMANCE IN
COMMERCIAL BANKS IN NAIROBI COUNTY, KENYA**

EDNA APASI WABOMBA

16/01548

**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTERS IN BUSINESS
ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) IN THE SCHOOL OF
BUSINESS AND PUBLIC MANAGEMENT AT KCA UNIVERSITY**

OCTOBER, 2021

DECLARATION

This research is my original work, and it has not been submitted to any other school for the purpose of receiving a degree or diploma. The author's and/or KCA University's permission is required to reproduce any part of the thesis.

Signature

Date

.....

.....


Edna Apasi Wabomba

16/01548

This research thesis is submitted for examination with my approval as the appointed university supervisor.

Signature

Date


.....

10/1/2022
.....

Dr. Asenath Anguso

KCA University

DEDICATION

My family instilled in me the desire and discipline to work hard to achieve my academic ambitions, and my research thesis is therefore dedicated to them.

ACKNOWLEDGEMENT

In doing this research Thesis, I recognize the invaluable assistance I received from my supervisor, Dr. Asenath Anguso. It is my pleasure to KCA University community, particularly my lecturers, librarians, and coworkers, for their assistance in completing this research thesis. Am grateful to my Almighty God, for providing me all the resources and strength I needed to finish my project.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.1.1 Employee Involvement	4
1.1.2 Employee Performance	8
1.1.3 Banking Industry in Kenya	9
1.2 Statement of the Problem.....	10
1.3 Objectives of the Study.....	12
1.3.1 General Objective	12
1.3.2 Specific Objectives	12
1.4 Research Questions	12
1.5 Significance of the Study.....	13
1.5.1 Banking Industry	13
1.5.2 Government and Policy Makers	13
1.5.3 Scholars and Academicians	13
1.5.4 Future Researchers	14
1.6 Scope of the Study	14
CHAPTER TWO: LITERATURE REVIEW	15
2.0 Introduction.....	15
2.1 Theoretical Review	15
2.1.1 Equity Theory	15

2.1.2	Administrative Management Theory.....	16
2.1.3	Leaderr-Member Exchange Theory.....	17
2.2	Empirical Review.....	18
2.2.1	Employee Delegation and Employee Performance	18
2.2.2	Employee Consultation and Employee Performance	20
2.2.3	Employee Collective Decision Making and Employee Performance	24
2.2.4	Job enrichment and Employee Performance	26
2.2.5	Employee Involvement and Employee Performance	28
2.3	Summary and Gaps	31
2.4	Conceptual Framework.....	32
	CHAPTER THREE: RESEARCH METHODOLOGY	34
3.1	Introduction.....	34
3.2	Research Design.....	34
3.3	Target Population.....	34
3.4	Sampling Design and Sample Size	35
3.5	Data Collection Instruments	36
3.6	Pilot Study.....	36
3.6.1	Validity of the Instrument.....	36
3.6.2	Reliability of the Instrument.....	37
3.7	Diagnostic Tests.....	37
3.7.1	Multicollinearity Test	37
3.7.2	Normality tests.....	38
3.7.3	Heteroscedasticity.....	38
3.7.4	Test of Linearity	38
3.8	Data Collection Procedure	39
3.9	Data Analysis and Presentation	39
3.10	Ethical Consideration.....	40
	CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION	41
4.1	Introduction.....	41
4.2	Response Rate	41
4.3	Results of Reliability Tests	41

4.4	Background Information	42
4.4.1	Gender	42
4.4.2	Highest Academic Qualification	43
4.4.3	Work Experience	43
4.5	Results of Descriptive Analysis	44
4.5.1	Employee Delegation	44
4.5.2	Employee Consultation.....	45
4.5.3	Employee Collective Decision Making.....	46
4.5.4	Job Enrichment.....	48
4.6	Diagnostic Test Results.....	50
4.6.1	Test of Multicollinearity.....	50
4.6.2	Results of Normality Tests	50
4.6.3	Results of Linearity Tests.....	52
4.7	Inferential Statistics	53
4.7.1	Correlation Analysis Results	53
4.7.2	Regression Analysis Results.....	55
	CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	59
5.1	Introduction.....	59
5.2	Summary	59
5.3	Conclusions.....	60
5.4	Recommendations.....	62
5.5	Suggestion for Further Studies.....	64
	REFERENCES	65
	APPENDICES	75
	Appendix I: Cover Letter	75
	Appendix II: Questionnaire.....	76
	Appendix II: Data Collection Letter.....	78

LIST OF TABLES

Table 2.1: Operationalization of Variables	33
Table 3.1: Target Population.....	35
Table 3.2: Sample Size.....	35
Table 4.1: Response Rate.....	41
Table 4.2: Results of Reliability Test	41
Table 4.2: Respondents' Highest Academic Qualification.....	43
Table 4.3: Employee Delegation.....	44
Table 4.4: Employee Consultation.....	45
Table 4.5: Employee Collective Decision Making	47
Table 4.6: Job Enrichment	48
Table 4.7: Multicollinearity Test Results.....	50
Table 4.8: Normality Test Results	51
Table 4.9: Linearity Test Results	53
Table 4.10: Model Summary	55
Table 4.11: Analysis of Variance.....	55
Table 4.12: Coefficients.....	56

LIST OF FIGURES

Figure 2.1: Conceptual Framework	32
Figure 4.1: Respondents' Gender	42
Figure 4.2: Respondents' Experience	43

ABBREVIATIONS AND ACRONYMS

CBK	Central Bank of Kenya
HCT	Human Capital Theory
KBA	Kenya Bankers Association
PLC	Public Limited Company
PWC	Pricewaterhouse Coopers
SME	Small and Medium Enterprises

OPERATIONAL DEFINITION OF TERMS

Performance	Actual output or achievements of a company as compared to its expected outputs in terms of goals and objectives (Širca, Babnik & Breznik, 2013).
Employee involvement	The procedure whereby employees take part in making of decisions and not by just by being directed (Brayfield & Crockett, 2015).
Employee delegation	Working with an employee to set goals and giving them enough authority and responsibility to attain those goals (Cotton <i>et al.</i> 2018).
Employee consultation	Before making a decision, managers should actively seek out and consider the opinions of employees (Kessler, Undy & Heron, 2014).
Collective decision making	A situation in which a group of people must make a decision from among the options available to them (Aikenhead, 2015).
Job enrichment	A process that involves adding dimensions to existing jobs in order to make them more motivating.

ABSTRACT

The more autocratic management is threatened by employee involvement in decision-making. Furthermore, failing to respond to employee compliments is an example of how failure to do so decreases employee involvement in decision-making. Commercial banks in Kenya still lack the required structures to properly conduct their businesses, owing to a lack of involvement of bank employees, or at the very least their employee representatives, in decision-making processes. Therefore, the present study aimed at determining how employee involvement affects employee performance in commercial banks in Nairobi County, Kenya. The study specific focus was to examine the effect of employee delegation, employee consultation, employee collective decision making and job enrichment on the performance in commercial banks in Nairobi County, Kenya. The study was anchored by human capital theory, human resource management theory, administrative management theory and goal interdependence theory. The descriptive survey research design was used in this investigation. The commercial banks in Kenya were the study's target population, and three banks were involved that included; Kenya Commercial bank, Cooperative Bank and Barclays bank in Nairobi City County. The respondents were employees from these selected banks who were 569 in total number. To ensure that all instances are represented, a stratified sampling method was employed to sample respondents as per their departments. The respondents were chosen using a simple random selection procedure. A total of 235 respondents were sampled. For the objective of gathering primary data, questionnaires were employed. The questionnaires were piloted to 14 respondents. The validity and reliability of the questionnaires were tested by conducting a pilot study. Analysis of data in quantitative form was done using descriptive analysis. In addition, inferential analysis constituting of analysis of multiple regressions was done to assess how one variable influences the other. Presentation of the results was by tables and figures. The study established that employee delegation, employee consultation, employee collective decision making and job enrichment had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya. According to the study, deployment allows managers to focus on more important tasks or better-qualified jobs, and extended time reduces stress and strain. Employee consultation is a rewarding and constructive activity that promotes understanding and problem-solving between managers and sub-employees in the bank. Involving employees in decision-making is a sure way to make them feel important and develop character. Enrichment is a method used by bank management to motivate employees and provide job satisfaction, as well as to address the problem of declining employee motivation and happiness in the workplace. According to the study, commercial bank managers should choose tasks to delegate based on employees' skills, preferences, and availability, and explain why this task is important to them. To the greatest extent possible, consultation should take place prior to making decisions on issues affecting the legitimate interests of the other party. The manager can reduce misunderstandings and help team members focus on their analysis, discussions and discussions by highlighting the magnitude of the decision, including its importance. Create a working environment in which group members can communicate in a meaningful, honest, and open manner. The bank's management should assign tasks to employees who do not normally perform them, or make teams collaborate with other teams on projects to allow employees to gain new skills.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter comprises of the background to the study, statement of the problem. objectives of the study, research questions, significance of the study, scope of the study and limitations of the study.

1.1 Background to the Study

An organization's success is determined by its ability to generate money using present capabilities but also embracing and adapting to the fact that what works now may not work tomorrow. Business executives must work hard to engage employees in order to increase or retain profitability (Kortmann, Gelhard, Zimmermann, & Piller, 2014). Employee involvement in decision-making, according to Zubair, Bashir, Abrar, Baig, and Hassan (2015), provides a sense of connection among the workforce as well as a suitable atmosphere for leaders and managers are prepared to impart to a stable industrial relationship. As a result, managers should allow for a high level of involvement in determining employee contact and contextualize their workplaces so as to enhance performance in organizations.

Organizations are adopting policies that seek to allow their employees to be involved in certain processes in order to drive their performance, and to build up competitive gain in market arena (Khattak, Igbal & Khattak, 2017). Apostoluo (2018) notes that, the Japanese have succeeded in world markets because they have always placed tremendous value on the integration of people with organizational objectives, equipment and processes. Employee involvement therefore has become a vital strategy for enhanced organizational performance and other organizational positive outcomes. In addition, effective organizations therefore place high importance on employees' involvement in accomplishing their goals.

Employee involvement entails building human capacity, ownership and responsibility. It is very necessary as it leads to united vision, values and purpose. Employee involvement is also called participative management and it refers to the degree to which employees share information, knowledge, rewards, and power throughout the organization (Randolph, 2017). McShane and Vonglinow (2019) observe that the higher the level of Involvement, the more power people tend to have over the decision, process and outcomes. Along with sharing power, employee involvement requires sharing information and knowledge, because employees require more knowledge to make a meaningful contribution to the decision process.

Organizational practices are shifting from traditional to employee-driven competitive policies as a result of global trends. Organizations strengthen their foundation and competences by implementing policies that empower their people by distributing authority to them. For example, Khattak *et al.* (2013) found that in Pakistan, firms that enhance their employees' skills and knowledge outperform those that do not. Organizations must also involve their employees in decision-making processes at all levels by distributing powers and authority, adapting team-based structures, and developing employee competencies to perform successfully and compete with market trends, according to Khattak, Iqbal, and Khattak (2013).

Fashoyin (2015) noticed the institutionalization of worker involvement in Nigerian industrial relations, according to this argument involvement of workers in management decision-making will reduce labor disputes, increase worker productivity, and provide a fast-track grievance procedure, and thrill workers. Chukwuemeka (2020) reports that Nigerian commercial bank employees are generally prepared in accepting the responsibility of taking part in executive decision-making when the opportunity arises. As a result, management should build extra internal communication

channels, particularly those that promote participatory decision-making, to ensure a free flow of information.

According to Kuria (2017) improving employee involvement is a long-term process that necessitates management attention and employee commitment of Kenya's government healthcare institutions. Kuria (2017) goes on to say that management of these health institutions should encourage increased worker involvement in work-related decisions, in order to develop a sense of belonging and ownership among employees, employee perspectives should be incorporated into organizational policy. Participative management should also be redefined and implemented appropriately so that employees' attitudes and understanding of the organization improve.

Okechukwu and Hilda (2014) indicate that when employees are willing and devoted to the organization's goals, they have the potential to boost productivity. Employees' willingness and commitment to their jobs can be exhibited if they take part in making of decisions and the affairs of the firms. Individual employees should not be handled in isolation, according to Markey and Patmore (2016), and must participate in matters affecting them and the business in order for management to acquire their commitment to get their job done properly. Employee absenteeism is reduced when they are engaged in formulating decisions; employees gain greater organizational commitment, better performance, fewer turnover, and more work satisfaction when they are involved in decision-making.

Cooke (2017) observes that participatory workers oversee themselves, eliminating the need for managers and thereby lowering labor expenses. Workers learn new skills as a result of involvement, and it also aids in the training and identification of leaders. People's sense of power and dignity is enhanced by involvement, which reduces the urge to demonstrate power by opposing

management and restricting production. Providing opportunities for employees to attain their objectives, soliciting employee ideas, and assigning duties are all examples of involvement, according to Sagie and Aycan (2018). Employee involvement programs aim to make it easier for employees to participate in the company.

1.1.1 Employee Involvement

Employee involvement has been linked to a variety of management concepts and behaviors, including management styles, job satisfaction, employee empowerment, total quality management, and job performance (Mahfuzjudeh, 2014). Employee involvement, according to Sofijanova and ZabijakinChatleska (2018), is the most common way of including and enabling workers to utilize their contributions to work on individual and hierarchical execution. Representative contribution is characterized as worker investment in dynamic and critical thinking, just as expanded independence in work processes. To be sure, it has been exhibited that representative contribution prompts work fulfillment, positive mind-sets, and obligation to their bosses just as their vocations. Employee involvement is a cycle that empowers representatives to take part in administrative dynamic and hierarchical improvement exercises proper to their authoritative level. Worker contribution involves regarding every representative as a particular individual instead of a gear-tooth in a machine, and including every representative in helping the association in gathering its targets (Cotton, 2019). In a similar note, Morgan and Zeffane (2020) observe that the management of each employee solicits and values his or her input. Workers and the board perceive that every representative adds to the achievement of the organization. As a result, organizations that involve their employees have progressed from simply informing people about what is going on to actively seeking their input in decision making.

According to Zohoori (2016), employee involvement is a method that gives them some control over their jobs and work environments, or more tentatively, a process in which hierarchical leaders and subordinates share influence on decision-making. Employee involvement, according to Siami and Gorji (2017), is a management initiative in which employees are given the opportunity to discuss work-related concerns and influence managerial decisions, but management retains control. In this study employee involvement will be measured in terms of employee delegation, employee consultation, collective bargaining employee and collective decision making.

Delegation is the practice of assigning key duties to subordinates, providing subordinates responsibility for management's formal decisions and providing subordinates more work-related discretion, such as the authority to make decisions without consulting the management first (Yukl & Fu, 2012). Delegation, according to Ito and Person (2016), places decisions at levels where people with more knowledge of specific issues than the supervisor, resulting in additional information processing benefits for the company and perhaps more efficient and better quality judgments.

According to Xiong and Aryee (2017), giving workers obligation makes the way for work independence and empowers better execution. Viable authority, which is likewise vital for in general authoritative execution, is a basic initial phase in successful appointment. Designation is fundamental for worker execution in light of the fact that main when a representative is given liability does he become responsible or liable for his presentation. As indicated by Ugoani (2020), successful appointment, when filled by powerful administration, turns into a synergistic, composed, and sweeping administrative strategy for enabling, propelling, and assessing workers' presentation. It disposes of superfluous force distance and gives workers the certainty to look for criticism from chiefs for better activity implementation.

Managers give information to employees, listen to them, and take into account what they say before making choices through consultation. Managers actively seek and then consider the opinions of employees before making a choice by consulting with them (Wilkinson, Dundon and Grugulis, 2017). Employee consultation, according to Morgan and Zeffane (2018), entails a genuine exchange of opinions and information in order to find acceptable solutions to challenges. Morgan and Zeffane (2018) go on to say that consultation does not take away a manager's right to manage; they must still make the final decision, but it does impose a need to seek and evaluate employee input before making choices.

According to Wilkinson, Dundon, and Grugulis (2017), consultation permits the business to stop for thought and consider elective recommendations presented by worker delegates. There is no necessity to agree before the finish of the interview time frame, yet the business should counsel "in sincerely" to agree. Managers are needed to 'talk' with representatives prior to rolling out specific improvements to their work under different modern and business related instruments that oversee business connections, as indicated by Dundon, Curran, Ryan, and Maloney (2018). Along these lines, inability to counsel can bring about a fight in court and the burden of common punishments, harms, and even restoration following an excess related excusal.

Employee involvement in decision-making, according to Bhatti, Nawab, and Akbar (2015), helps to enhance employee happiness, dedication, morale, support, and inefficiencies in the workplace. Muindi (2018) points out that decision-making power in many organizations nowadays is based on the degree of autonomy incorporated into specific professions. Employees have the opportunity to make suggestions and recommendations that will strengthen the organization's commitment to attaining its objectives. Engaging employees in the process of making organizational decisions has both a beneficial and negative influence towards the success of a firm.

Employee decision-making involvement, also known as participative decision-making (PDM), is worried about shared dynamic in the working environment (Mitchell, 2013). As per Locke and Schweiger (2019), it is "joint dynamic" among chiefs and subordinates. It is a sort of designation wherein the subordinate acquires control and opportunity of decision as far as spanning the correspondence hole among the board and laborers. It alludes to the degree of representative investment in an organization's essential arranging exercises. Representative contribution in an organization can be high or low.

According to Leach and Wall (2017), job enrichment is an interaction that includes adding measurements to existing positions to make them really spurring. Occupation improvement presents new causes of occupation fulfillment by expanding the representative's degree of obligation inside the association. As per Davoudi (2018), the focal point of occupation enhancement is to give individuals more command over their work (absence of control is a significant wellspring of stress, and along these lines misery). Permit them to take on errands ordinarily performed by bosses at whatever point possible. This means they have more say over the jobs they do in terms of planning, executing, and evaluating them. As a result, job enrichment offers numerous opportunities for employees to grow and improve their performance.

Aninkan (2014) defines job enrichment as "offering employees more chances, independence, and input, just as more obligations that require dynamic, for example, work booking, deciding work strategies, and quality." Job advancement likewise works on laborers' self-completion, poise, and confidence; in this way, work enhancement inside an association should be overseen well and accurately to guarantee workers' jobs in the association's dynamic interaction. Job enrichment, according to Saleem, Shaheen, Saleem (2018), investigates the different suppositions inborn in the work enhancement approach, just as the ramifications and utility of utilizing it in work

associations. Job enrichment improves employees' motivation and performance at work, as well as their proclivity to achieve goals.

1.1.2 Employee Performance

Employee performance refers to a number of activities, behaviors, and outcomes that take place when employees complete job duties utilizing certain skills and are monitored using various metrics. The most valuable asset a company, business, or organization can have is its employees (Olabode & Adesanya, 2017). According to Alsafadi and Altahat (2021), the workforce's performance is the lifeblood of any business. Furthermore, these experts believe that high-performing personnel contribute to the organization's efficiency and profitability. Employee performance is therefore critical for organizations, as is developing methods to increase organizational performance.

Employee performance is judged against the organization's performance standards, according to Rumbay (2014). When evaluating performance, a variety of factors can be considered, including productivity, efficiency, quality, and profitability. According to Jepkorir (2014), strong managers have a responsibility to ensure that their organizations strive for and achieve high levels of performance. For this reason, the board should decide the fitting degrees of execution at some random time.

According to Gupta and Chowdhury (2018), individual performance management techniques must be used to manage performance by adopting a systematical approach in improving performance with the organization, individual employee as well as the employee team which is linked to monetary and non-monetary incentives. Employee performance measures, or the criteria used to quantify and compute performance, are defined by the performance management system.

According to Kebede (2019), firms are required to address the requirements of their stakeholders particularly their employees, by fairly paying their employees based on their contributions.

Employee performance is the arrangement of worker practices, results, and results that come about because of following through with task errands utilizing explicit capabilities and are estimated utilizing different measurements (Hameed and Waheed, 2011). Agreeing Brayfield and Crockett (2015) the most important resource accessible to any organization, business, or association is its labor force. The exhibition of the labor force is the main thrust behind any business association's endurance. Moreover, these creators accept that high-performing representatives add to the association's productivity and achievement. Accordingly, representative execution is basic for associations, and creating systems to further develop authoritative execution is fundamental.

According to Frederick and Stephen (2010), employee performance is estimated against the presentation norms set up by the firm. When measuring performance, a variety of measures, such as productivity, efficiency, effectiveness, quality, and profitability, can be used. As Faith (2014) points out, it is the obligation of organization chiefs to guarantee that their associations take a stab at and accomplish significant degrees of execution. Subsequently, directors should set up the ideal degrees of execution for any time spans being referred to.

1.1.3 Banking Industry in Kenya

The Kenyan banking industry is regulated by the Companies Act, the Banking Act, the Central Bank of Kenya Act, and the Central Bank of Kenya's numerous prudential recommendations. In 1995, the financial system was liberalized, and exchange controls were abolished. The CBK, which reports to the Finance Minister, is in charge of devising and implementing monetary policy as well as ensuring the financial system's liquidity, solvency, and appropriate functioning (PWC, 2012).

The Kenya Bankers Association (KBA) was founded by Kenyan banks to serve as a lobbying

organization for the banking industry's interests. The KBA provides a forum for members to discuss issues of interest to them. Kenya's banking sector has grown in terms of assets, deposits, profitability, and product offerings over the last few years. The expansion of the industry's branch network, both in Kenya and within the East African Community, has fueled the company's success. A considerable number of services are being automated, and a change away from traditional "off-the-shelf" banking products is being made in favor of focusing on complex consumer requests (PWC, 2012).

Kenyan commercial banks have faced increased competition in recent years resulting from increasing innovation within enterprises and presence of new player in the industry. Changing from dispersed banking to banking within a single branch, which is made possible through integrating a diverse corporate operations, is one of these developments (PWC, 2012). Commercial banks in Kenya use a variety of techniques to preserve brand leadership and client loyalty, including introducing new items, and a strong focus on client relationship management.

1.2 Statement of the Problem

Because the banking industry is a service-based enterprise with workers who play critical roles in the service exchange should gain knowledge of the presence of decisions that could be of any positive influence on their performance (Singh, 2016). Employees must be permitted in making decisions if they are ready to lay commitment in making a change on the behavior in work in a unique and best way, according to Kim, MacDuffie, and Pil (2017). As a result, when employees participate in decision-making, they feel like they are a part of the organization which contributes to a positive working environment in which the managers and the employees work towards creating a healthy labour relationship.

Management's aversion to change stifles employee participation in decision-making. Managers create a company culture that reflects their own management views and practices while also supporting their strategy and control (Khattak, Iqbal & Bashir, 2015). The more autocratic management is threatened by employee involvement in decision-making. Furthermore, failing to respond to employee compliments is an example of how failure to do so decreases employee involvement in decision-making. According to Kuye and Sulaman (2016), Kenyan commercial banks still lack the required frameworks to properly operate their businesses, and this is owing to a lack of involvement of employees working with the bank, or at least representativeness of employees, in decision-making. Furthermore, management's resistance to change is a major barrier to employee involvement within the organization. A number of managers are resistant to involvement because it goes against their habitual ways of thinking and behaving. Furthermore, failure to respond to employee compliments is an example of how employee involvement in decision making is reduced. This necessitates the requirement for this research.

Studies conducted on employees' involvement and performance presents numerous gaps; Sofijanovna and Zabijakin-Chatleska (2013) study assessed how employee involvement affects organizational performance and discovered that involving employees effectively has a positive association with performance. However, the study used correlational design which does not reveal which variable influences the other. The current study will use descriptive research design. Wainaina et al. (2014) investigated how employee involvement in decision making influenced organizational commitment among academic staff in Kenya's private and public universities, and discovered that allowing employees to participate in the formulation of organizational decisions has a significant influence on the institution's performance. However, because the study was qualitative, the findings could not be applied to the entire population. The current study will use

quantitative data obtained using questionnaires. Kuria (2017) investigated the extent to which employee involvement affected performance and discovered that involvement of employees is process that takes time and demands the attention from the management and the effort by the employees. However, the study focused on Government Healthcare Institutions in Kenya which is different from the current study focus. The current study determined how employee involvement affected the performance of employees in commercial banks in Nairobi County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

To evaluate the effects of employee involvement on employee performance in commercial banks in Nairobi County, Kenya

1.3.2 Specific Objectives

- i. To find out the effect of employee delegation on the performance in commercial banks in Nairobi County, Kenya.
- ii. To establish the effect of employee consultation on employee performance in commercial banks in Nairobi County, Kenya.
- iii. To find out the effect of employee collective decision making on employee performance in commercial banks in Nairobi County, Kenya.
- iv. To determine the effect of job enrichment on employee performance in commercial banks in Nairobi County, Kenya.

1.4 Research Questions

- i. How does employee delegation affect employee performance in commercial banks in Nairobi County, Kenya?
- ii. To what extent does employee consultation affect employee performance in commercial banks in Nairobi County, Kenya?

- iii. What is the effect of employee collective decision making on employee performance in commercial banks in Nairobi County, Kenya?
- iv. What is the effect of job enrichment on employee performance in commercial banks in Nairobi County, Kenya?

1.5 Significance of the Study

1.5.1 Banking Industry

The study will be instrumental in the management of the Kenyan banking sector, to come up with suitable employee involvement practices in order to ensure that the employees of the commercial institutions would acquire the relevant knowledge, abilities and skills for superior performance thus attaining goals and objectives that were set through the Kenya Bankers Association (KBA) work plan.

1.5.2 Government and Policy Makers

The study's findings would be relevant to the government and policymakers as they would get the information of how to improve employee involvement in organizations and proper ways of formulating policies that concern to employee involvement and this would increase employee commitment to the organization for better organizational performance.

1.5.3 Scholars and Academicians

Other researchers would take note of this work because it adds to the body of information on employee involvement practices and the importance of implementing these practices in organizational to achieve the stated goals and objectives and to improve the performance of the organization. For example this study is a case of banking industry in Kenya and the results can be used in a comparative survey focusing on other sectors or any other public institution which has implemented employee involvement practices.

1.5.4 Future Researchers

The researchers might benefit from the findings in supplying information as secondary data for future use in the academic field on how employee involvement influences organizational performance. Further, other researchers with the interest in pursuing a study on the related area would be able to address the gap left by the study.

1.6 Scope of the Study

The study concentrated on Kenyan commercial banks. The unit of analysis was three banks involved in the study will be Kenya Commercial bank, cooperative bank and Barclays bank. The unit of observation was employees from the department of human resources. Employee involvement was measured in terms of employee delegation, employee consultation, employee collective decision making and job enrichment. Data was collected through questionnaires, and descriptive statistics and inferential analysis were utilized to examine it, which included correlation and regression analysis. The research took place over the course of six months, from February to July 2021. The study concentrated on the industry's performance over the previous 5 years (2016–2020).

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The purpose of this chapter is to review the literature on the impact of employee involvement on organizational performance. The following components make up the chapter: theoretical review, empirical review, and conceptual framework.

2.1 Theoretical Review

2.1.1 Equity Theory

This study is guided by Pritchard's Equity Theory (1969), which states that Equity Theory focuses on aspects of organizational justice, such as whether employees believe they are treated fairly at work. Their level of effort at work will be influenced by their perception of equality or inequality. According to Mowday (1991), in an employer-employee relationship, a person evaluates not only the benefits and rewards he receives and whether the inputs provided to the organization are consistent with the output, but also the value of the inputs provided and the results obtained by other employees within or outside the hiring organization. Education, effort, experience, and skill are all examples of inputs, while salary, recognition, and salary increases are examples of outputs. When a person recognizes inequalities in the rate of input output based on his or her experience and compared to others, discrepancies develop.

According to Pritchard (1969), people who feel under pressure will have stronger emotions, worse than those who feel overwhelmed. People are more likely to change their inputs to keep pace with the results, that is, to reduce the workload of measuring outcomes, to change targets that compare perceived inequalities, or distort their views or those of others, if inequalities are met between employee and employer. According to the notion of equality, an employee's view of the merits and demerits of his or her work contributes to his or her motivation. Managers promote a productive

workplace by communicating openly with the requirements of the job and setting appropriate and consistent working standards for all employees.

The relevance of equity theory to the study was that equity theory explains how employees determine what is fair and how they act upon their perceptions. As a result, employee perceptions about fairness do matter whether they are real or misguided. For managers it is better to effectively address these concerns than ignore them.

2.1.2 Administrative Management Theory

Fayol proposed this theory in 1949. This theory aims to create a more reasonable and better way to construct an organization. It promotes administrative structure that is clear and formal. It also promotes the division of labor and the delegation of authority to different employees based on their job titles. According to the formalization strategy, a company should have a well-structured hierarchy of authority that explains various staff positions and responsibilities. The flow of authority and the scope of labor demanded of an individual are determined by the clarity of administrative lines. The issue of division of labor reflects the fact that a clear division of labor is used to foster specialization and productivity per unit in order to achieve organizational goals. In a nutshell, the administrative theorists saw productivity gains through top-down management.

To solidify his theory, Fayol (1949) contributed additional principles of this truism. He developed the scalar concept, which argued for a hierarchical structure in order to govern administrative duties. He also included the exceptional principles, which urged subordinates to handle normal affairs while bringing extraordinary issues to the notice of high management; In case of an exemption, that is. He likewise referenced the range of control rule, which holds that a manager ought not have a larger number of subordinates than the individual in question can direct or oversee. He additionally incorporated the idea of departmentalization, which expresses that for

managerial purposes, related tasks should be organized into autonomous groups. The truism of unity of command was also included to promote specialization.

This theory backs up the variable of performance by stating that administrative line clarity controls the flow of power and scope of work required of an individual, allowing for continuous supervision and increased organizational performance with the specialization principle. In addition, administrative management theory attempts to find a rational way to design an organization as a whole. The theory generally calls for a formalized administrative structure, a clear division of labor, and delegation of power and authority to administrators relevant to their areas of responsibilities.

2.1.3 Leader-Member Exchange Theory

The vision of the Leader-Member Exchange (LMX) is about violence and the quality of the relationship between the leader and the follower (Chen et al, 2007). A successful leader in this style is defined by high-level LMX, which refers to high-quality relationships in which team members feel like they are a part of the team. As a result, they have more authority, decision-making power, higher levels of satisfaction, and access to critical resources. When members feel as if they are part of a separate group, their relationship has a lower LMX. In this case, the leader offers little assistance to the member, and the individual has less responsibility and influence over decisions.

The relationship between leaders and members grows as a result of a series of exchanges and collaborations in which these roles are defined. The LMX Theory promotes the formation of privileged groups in the workplace, which seem unfair and discriminatory (Center for Leader Development, 2006). The LMX concept does not explain how you can build trust or how members

can join a group. However, while this view may lead to discrimination, it allows employees to participate in organizational decision-making.

The relevance of Leader–member exchange (LMX) theory is that suggests that leaders and followers develop unique relationships based on their social exchanges, and the quality of these exchanges within an organization can influence employee outcomes. According to the theory, leaders form different kinds of relationships with various groups of subordinates. One group, referred to as the in-group, is favored by the leader. LMX Theory focuses our attention to the significance of communication in leadership. Communication is a medium through which leaders and subordinates develop, grow and maintain beneficial exchanges.

2.2 Empirical Review

2.2.1 Employee Delegation and Employee Performance

Employee performance necessitates delegation since an employee becomes accountable or answerable for his work only when he has responsibility (Xiong & Aryee, 2017). Effective leadership transforms good delegation into a collaborative, coordinated, and a all-inclusive management plan for empowering, motivating, and measuring the total performance of personnel, according to Vinton (2017). It eliminates needless power distance between employees and gives them the courage to request feedback from bosses for better task performance.

At the Great Irbid municipality, Al-Jammal, Al-Khasawneh, and Hamadat (2015) conducted a case study on the impact of delegation of authority on employee performance. Using a random sampling procedure, the study's sample was made up of individuals who are embedded in central and senior management. The T-test and the Cronbach Alpha test were all used, as were means, standard deviations, percentages, and the T-test According to the study's findings, delegation of authority

has a statistically significant impact on employee performance in the great Irbid municipality in terms of efficiency, effectiveness, and empowerment.

A study by Ugoani (2020) examined the relationship between effective delegation and its impact on organizational performance. The study, which used an exploratory research approach, included 90 participants, and the results demonstrated a favorable association between successful delegation and organizational performance. To promote psychological empowerment, feedback, and power distance, it was advocated that the evaluation process be made an element of effective delegation.

Thomas, Idowu and Olarewaju (2017) study examined the influence of delegation of authority and employee performance. As part of the survey design technique, the sampled respondents were given a structured questionnaire. A total of 300 surveys were distributed, with 211 being returned and useable. Descriptive statistics and regression analysis were used to analyze the data collected from the respondents. Delegation of authority has a considerable impact on employee performance, according to the study's findings.

Sev (2017) conducted an empirical study of Nigeria plc's flour mills in Lagos, Nigeria, to assess the effectiveness of delegation of power as a method for job completion and performance improvement in corporate organizations. For this investigation, data was gathered from both primary and secondary sources. To determine whether the variable's classification into specific factors was correct, confirmatory factor analysis with Varimax rotation was used. The study found that the Flour Mills of Nigeria Plc's correct application of delegation principles will result in higher performance output.

Kimolo (2013) study explored how employee empowerment is related to the performance of Kenyan regional development agencies. The survey was designed in a descriptive manner.

Sampling of every employee working with the six Regional Development Authorities was done, with a total sample size of 173 employees selected at random. The major data gathering approach was used in this research. Most of the analysis was carried out with descriptive statistics. It was discovered that employee empowerment techniques had affected performance of employees.

A study done by Kennedy and Keino (2017) focused on how delegation of authority affects performance of employees at Twiga Chemical Industries Ltd. The study's target population was 200 permanent Twiga chemical industries ltd employees in Nairobi. In order to obtain a suitable sample, this study employed a stratified sampling strategy. Collection of data was done using questionnaires. The findings of the regression of coefficients revealed a favorable and substantial relationship between legislative delegation and employee performance.

Kombo, Obonyo, and Oloko (2014) investigated how delegation affected employee performance in savings and credit cooperative societies in Kisii County, Kenya. Kisii County's 13 SACCOS were the target demographic, with a total of 1040 respondents. The study sampled four (4) SACCOS that had been in operation for at least ten years utilizing descriptive and explanatory research, using a randomly obtained sample of 24 employees from each SACCO. A questionnaire was used to obtain primary data. The research found that effective delegation in firms boosts overall employee performance.

2.2.2 Employee Consultation and Employee Performance

Management must consult with employees on the creation of systems, rules, practices, and matters of mutual concern through consultation. It entails a genuine exchange of ideas and information in order to find acceptable solutions to challenges (Kessler, Undy & Heron, 2014). Consultation, according to Wilkinson, Dundon, and Grugulis (2017), brings together both employees who have a stake in the topic or project at hand. As a result, consultation strives to include people who will

be affected by the plan, enhance understanding among those who will be affected, and ensure that the broader perspectives of those who will be affected are considered when formulating a project or working through an issue.

Jackson Slocum characterizes delegation as the most common way of designating position to an individual or gathering to simply decide and act in specific circumstances in the interest of the chief. Consequently, a representative is considered responsible for completing characterized liabilities; the supervisor appointed power to the worker to do the obligations viably (Bentley, 2016). As per Chandan (2016), designation is the assignment of power and obligations to others with the end goal for them to do a particular errand. This is on the grounds that the chief should be in more than one spot simultaneously, accomplishing more than a certain something, and can't play out each of the association's errands all alone. Thus, he imparts his obligations to his nearby subordinates, who thus agent to their subordinates, etc until movements of every kind are allocated to a liable for individual completing them.

Ambani (2016) conducted research at the Kenya Medical Research Institute in Kisumu County on the impact of employee consultation on employee performance. This study used a descriptive study survey as its research design. to select the sample, and then 174 respondents from the company were selected using simple random sampling. In this study, structured questionnaires were the primary data collection tool. The data was evaluated using a descriptive analytic approach. According to the findings, supervisors kept employees informed about the company's future plans.

Kuye and Sulaimon (2016) investigated the impact of employee consultation in decision-making on business performance in Nigeria's manufacturing industry in their study. Data on the parameter used in measuring involvement of employee in making of decisions and performance were

measured using questionnaires sent to 670 manufacturing enterprises. The survey responses were statistically analyzed with descriptive statistics. The outcomes of the study reveal a statistically significant link between employee decision-making and business performance.

Dajani and Zaki (2015) investigated the impact of employee consultation on job performance and organizational performance in the Egyptian banking sector. This was an exploratory study with the goal of identifying the primary drivers of employee consultation in Egypt. A questionnaire for the survey was created and validated. The proposed associations were predicted and explained using regression analysis. Employee involvement had a big impact on job performance, but it had a smaller impact on company performance.

The influence of employee consultation on organization performance in Kenya's Horticultural Sector was studied by Otieno, Waiganjo, and Njeru (2015). The study's participants were all of Kenya's flower farms, who were 14 in total. The study focused on the employees of the farms that were identified. The cross-sectional research methodology was used in the study. A stratified sampling strategy was used to select study participants. Quality data was analyzed using the theme analysis, and the measurement data was analyzed using descriptive statistics. Informal statistics such as adjustment and regression analysis were used to assess the relationship between variables in the study. Employee consultation is a crucial factor of organization effectiveness in Kenya's horticultural sector, according to the study.

Vanishree, Asokk, and Gudda (2020) study examined how employee consultation in decision-making on organizational performance. Qualitative research surveys were conducted using a questionnaire. Private workers and administrators made up the study's population. The members of the group hired 150 laborers. The population was randomly sampled to get the size of the

sample. Every organization's sustainability and viability are strongly influenced by an employee's level of commitment. Employee involvement has a positive impact on management performance, employee attitudes, productivity, commitment and performance.

The effects of employee consultation on logistics sustainability performance in Malaysia were investigated in Nee, Zailani, and Surlenty's (2019) study. Questionnaires on safety and health issues were delivered as part of the survey. A total of 123 employees responded to the poll. Employee demographic characteristics have no bearing on safety. The findings underline the importance of management-employee communication in improving workplace safety. Positive interaction should be encouraged in organizations. When it comes to establishing safety management procedures, these findings should help to alleviate concerns about worker retention.

Kuria, Namusonge, and Iravo (2016) investigated how employee consultation affects the performance of Kenyan government health care institutions. The study used a descriptive test method, with 384 staff members from Kiambu and Machakos Level 5 facilities, as well as Kenyatta National Hospital, selected as respondents using model methods. Questionnaires and discussion guides have been used as data collection tools. In Kenya, it was discovered that consultation has an impact on organizational performance.

Gikonyo (2018) looked at how employee consultation had a relationship with employee performance in Kenyan state-owned research and training businesses. Using descriptive and explanatory research designs, the variables were defined and the nature of the correlations between them was determined. Nine state research and training agencies in Kenya have recruited 5728 respondents, were the study's target population. A multi-stage sampling strategy was employed to choose participants for a corporate census, providing a sample of 378 respondents. Personality

traits, psychological factors, and moral involvement all contribute to the success of research in Kenya and state-owned companies, according to the findings.

2.2.3 Employee Collective Decision Making and Employee Performance

Employee collective decision making refers to a situation in which a group of people must make a decision from a set of options. It may include digesting a huge quantity of data, investigating a variety of ideas, and drawing on a variety of experience strands, and the repercussions of making the wrong decision can be disastrous for the team and the business (Aikenhead, 2015). According to Bose, Reina, and Marshall (2017), group decisions are more effective than decisions made by a single person. Group decisions are influenced by factors that influence other social group activities. As a result, sharing knowledge can help to deepen understanding, clarify concerns, and advance toward a consensus decision.

According to Lam, Chen, and Schaubroeck (2012), employee decision making has two advantages over individual decision making: cooperative energy and data sharing. The idea of cooperative energy is that the entire is more noteworthy than the amount of its parts. At the point when a gathering settles on a choice all in all, its judgment might be better than that of any of its singular individuals. Gathering individuals can distinguish more complete and strong arrangements and proposals through conversation, addressing, and coordinated effort. As per Habanik, Martosova, and Letkova (2020), one more benefit of cooperative choice making is the dividing of data between bunch individuals. Since each gathering part might contribute novel data and skill, cooperative choices consider a more extensive extent of data. Sharing information can help to increase understanding, clarify issues, and move us closer to a collective decision.

Dede's (2019) study used the Cross River State Board of Internal Revenue in Calabar as a case study to examine how employee involvement in decision-making influences employee

performance. To generate a sample of 80 respondents for the study, simple and purposive sampling approaches were utilized, and a questionnaire with 40 questions on various employee involvement situations and an interview were administered. Employee involvement in decision-making makes implementation easier, promotes a great working atmosphere, employee morale is boosted because employees feel appreciated and part of the organization's team, which promotes dedication and contentment with decisions made according to the study. Employee performance improves as a result.

The research of Habanik, Martosova, and Letkova (2020) focused on how management decisions affect employee performance in manufacturing organizations. Respondents in the questionnaire poll, which took place between May and July 2019, worked in a variety of occupations in manufacturing businesses in Slovakia, including economists, office workers, technicians, and others. The findings show that financial incentives inspire employees more than anything else. and salaries than by praise and recognition from superiors. in the conditions of the chosen manufacturing organizations.

Duah (2012) study focused on an investigation into how employee decision making affects employee performance. The research is both descriptive and exploratory in nature. The data was gathered through primary and secondary sources. The findings revealed that at KASS, there was a weak link between staff involvement and decision-making. Employee involvement is also thought to be low as a result of inadequate implementation of employee involvement strategies, according to the findings. Employee involvement had a limited association with loyalty, pride, and job satisfaction, according to the study's findings.

Lam, Chen, and Schaubroeck (2012) investigated how participatory decision making affects employee performance across cultures. The study's participants were all non-management members of the University of Nairobi's School of Business faculty. All of the responders were given a standardized questionnaire to fill out. According to the data, there is a considerable positive association between job satisfaction and decision-making involvement. According to the findings, workers' job satisfaction rises in direct proportion to their amount of decision-making involvement.

Vijayashree and Chandran (2019) study examined how various aspects in the process of employee involvement in decision making process influence performance of employees. The primary data for this study was acquired from 50 employees in Chennai, and the sample size was 50 questionnaires. The 5 items chosen for data collection were influenced by a number of factors. The data was analyzed using statistical methods. Secondary information was gathered from books, articles, and the internet. Employee involvement in the decision-making process will improve organizational capability and assist management in making decisions. Employee involvement programs must be implemented in a holistic and integrated manner.

2.2.4 Job enrichment and Employee Performance

Enriching Job is a way of spurring representatives by permitting them to utilize their different abilities; this is accomplished by giving them more work and variety in their work. The reason for work enhancement is to battle the adverse consequences of dull errands that require autonomy, like weariness, unsteadiness, and representative disappointment (Saleem, Shaheen & Saleem, 2017). A well-integrated task will include a variety of tasks and challenges of various difficulties, just as a total unit of work and criticism, inspiration and correspondence systems. Occupation tutoring, as indicated by Davoudi and Mehdi (2018), has turned into a fundamental instrument for directors to inspire their workers to work on authoritative execution and development. The primary

reason for enhancing the work is to make the work fascinating, significant, testing and responsible. Occupations are prescribed to persuade representatives by expanding their obligations and require an assortment of abilities in their positions.

Job enrichment is a technique for rousing representatives wherein a task is intended to have fascinating and testing errands that require more expertise and pay. Job enrichment refers to the restructuring of jobs to include higher level conceptual thinking and responsibility, allowing employees to make decisions that were previously reserved for superior managers (Umstot, Bell & Mitchell, 2016). According to Niehoff, Moorman, Blakely, and Fuller (2019), employees decide how the job will be done and receive less direct supervision. They are given more autonomy and responsibility, and their jobs are restructured to make them more meaningful, interesting, and challenging. Job enrichment depends with the understanding that to rouse workers, the actual work should give freedoms to accomplishment, acknowledgment, obligation, progression, and development.

Salau, Adeniji, and Oyewunmi (2014) have researched the connection between the components of occupation improvement and execution in Nigerian state funded colleges. In this review, a cross-sectional exploration approach was utilized, 197 legitimate surveys finished by understudies from chosen state funded colleges in Ogun State, South-West Nigeria. The review utilized example and basic examining methods. The information gathered was measurably investigated altogether. The discoveries uncovered a positive connection between work profundity, hands on preparing, and occupation size parts of occupation enhancement and representative/hierarchical execution. Past research has utilized cross-sectional examination, and ebb and flow exploration will utilize illustrative exploration plan.

Asl, Nazari, and Raadabadi (2015) conducted a case study of nurses to investigate the relationship between job enrichment and employment. The current study was conducted on 160 nurses at a government hospital in Tehran in 2012. A questionnaire was used to gather information. Data were analyzed using descriptive statistics such as dynamic and standard definitions, as well as data comparison tests. The overall performance of all nurses, whether formal or informal in the performance appraisal or the actual evaluation rate, has shown a high level of performance, as more than half of nurses perform well. Although this study was conducted at a government hospital in Tehran with nurses as respondents, the findings may not apply to KNH and all staff as respondents.

Research by Martha, Supartha, Dewi, and Wibawa (2020) looked at the relationship between job enrichment, empowerment, and organizational commitment: the job of occupation inspiration and occupation fulfillment as arbiters. The example comprises of all staff from the DJKN Bali and Nusa Tenggara local workplaces who stand firm on senior situations and have been in the workplace for somewhere around four years. The Smart PLS Version 3.0 adaptation is utilized as the logical apparatus in this review, which utilizes a second-request model Partial Least Square (PLS). As indicated by the discoveries, work improvement essentially affects the association's responsibility. Past research has utilized engaging exploration plan, yet ebb and flow examination will utilize descriptive design.

2.2.5 Employee Involvement and Employee Performance

The study by Odero and Makori (2018) examined how employee involvement influenced performance in Kenyan public universities, focusing on part-time teachers. The data was collected from a sample of 60 part-time teachers from four public universities in Kenya's western region using a descriptive survey research approach. To collect data from the respondents, the researchers

used structured questionnaires. Simple random sampling and stratified sampling were utilized as sampling techniques. It was evaluated both descriptively and inferentially using as regression and Pearson's Product Moment Correlation test. Employee involvement has been found to be an excellent predictor of work performance.

In their study, Kasaya and Munjuri (2018) looked at the impact of employee involvement on work performance in Kenya's Medical Research Industry. The people who took part in the study were all 867 workers of a regional research institute. The sample was chosen using a scientific procedure devised by Fisher, followed by simple random selection to select 174 respondents from the company. According to the findings of the study, supervisors kept employees informed about the company's future plans.

The influence of employee involvement on employee performance was explored by Butali and Njoroge (2018), who used organizational commitment as a moderator. 5866 employees from three state-owned enterprises participated in the survey: Mumias Sugar Company, Kenya Power, and KenGen. According to the conclusions of the study, Employee involvement has a big impact on how successful a firm is. Employee involvement and organizational success were influenced by affective commitment, continuation commitment, and normative commitment.

At the Kenya Medical Research Institute in Kisumu, Ambani (2016) assessed the impact of employee involvement on job performance. The research design for this study was a descriptive study survey. The study's participants were all 867 Kenya Medical Research Institute personnel in Kisumu. Structured questionnaires were used as the primary data gathering approach in this investigation. The data was examined using a descriptive analytic method for the general

information. According to the findings, employees have defined aims and goals, and they realize how their individual performance affects the overall goals of the company.

The study by Sofijanovska and Zabijakin-Chatleska (2013) examined how employee involvement influenced performance of employees in the Republic of Macedonia's manufacturing sector. The data was gathered through a survey of 36 Macedonian manufacturing companies. A quantitative method and statistical data analysis were used to conduct hypothesis testing. Employee involvement that is used effectively has a favorable correlation with perceived performance of the organization. Programs geared to enhancing the involvement and empowerment of employee, as well as the use of self-managing teams, have all been shown to have a statistically significant and direct impact on managers' evaluations of employee performance.

Ontiri (2018) investigated the Nairobi City Water and Sewerage Company in Nairobi City County, Kenya, to evaluate how employee involvement influences employee performance. For this study, a descriptive research design was adopted. Nairobi Water and Sewerage Company personnel were the target of the study. The number of study participants was 148 people at the headquarters of the Water and Water Sewerages Company in the Nairobi Area. Integration analysis revealed a strong link between direct involvement and employee performance.

Morgan and Zeffane (2017) investigated the relationship between employee involvement, organizational change, and management trust. Statistical analysis of data from the most recent Australian Workplace Industrial Relations Survey, which covered over 2,000 workplaces and over 19,000 employees, reveals significant negative effects of change on trust. However, the effects differ depending on the type of change and employee involvement. Trust in management is particularly harmed by structural reorganization. The analysis also indicates that senior

management plays a critical role in the process of change in Australian workplaces. In particular, the results for human resource management suggest that direct consultation between employees and higher management, that is, above the workplace level, plays an important role in major change processes.

Various related investigations on representative contribution have been directed in different nations. Wachira (2013) examined the connection between representative commitment and responsibility in a Kenyan bank. Worker commitment and responsibility can be set up through work fulfillment and the representative chief relationship, as indicated by the discoveries. Addai (2013) examined the connection between dynamic, representative contribution, and specialist inspiration in Ghana's financial area. As per the discoveries of this review, including representatives in different drives further develops work fulfillment and builds obligation to the association. A review on representative support in the Malaysian private area was led by Parasuraman, Kelly, and Rathakrishnan (2013). The findings revealed that there was no genuine participation by employees in the majority of Malaysian organizations. Most of the time, management imposed employee participation programs without consulting with unions.

2.3 Summary and Gaps

The empirical review focuses on studies that have been carried related to how employee delegation, employee consultation, employee collective decision making and collective bargaining influences employee performance by different authors. However, these studies were mostly done in international context and very few locally done under different methodologies. Furthermore, the majority of research had a limited sample size as a key drawback; however, this study had a sufficient sample size to overcome this limit. Therefore, this study will look at how employee engagement affects employee performance in commercial banks in Nairobi County, Kenya.

2.4 Conceptual Framework

Independent Variables

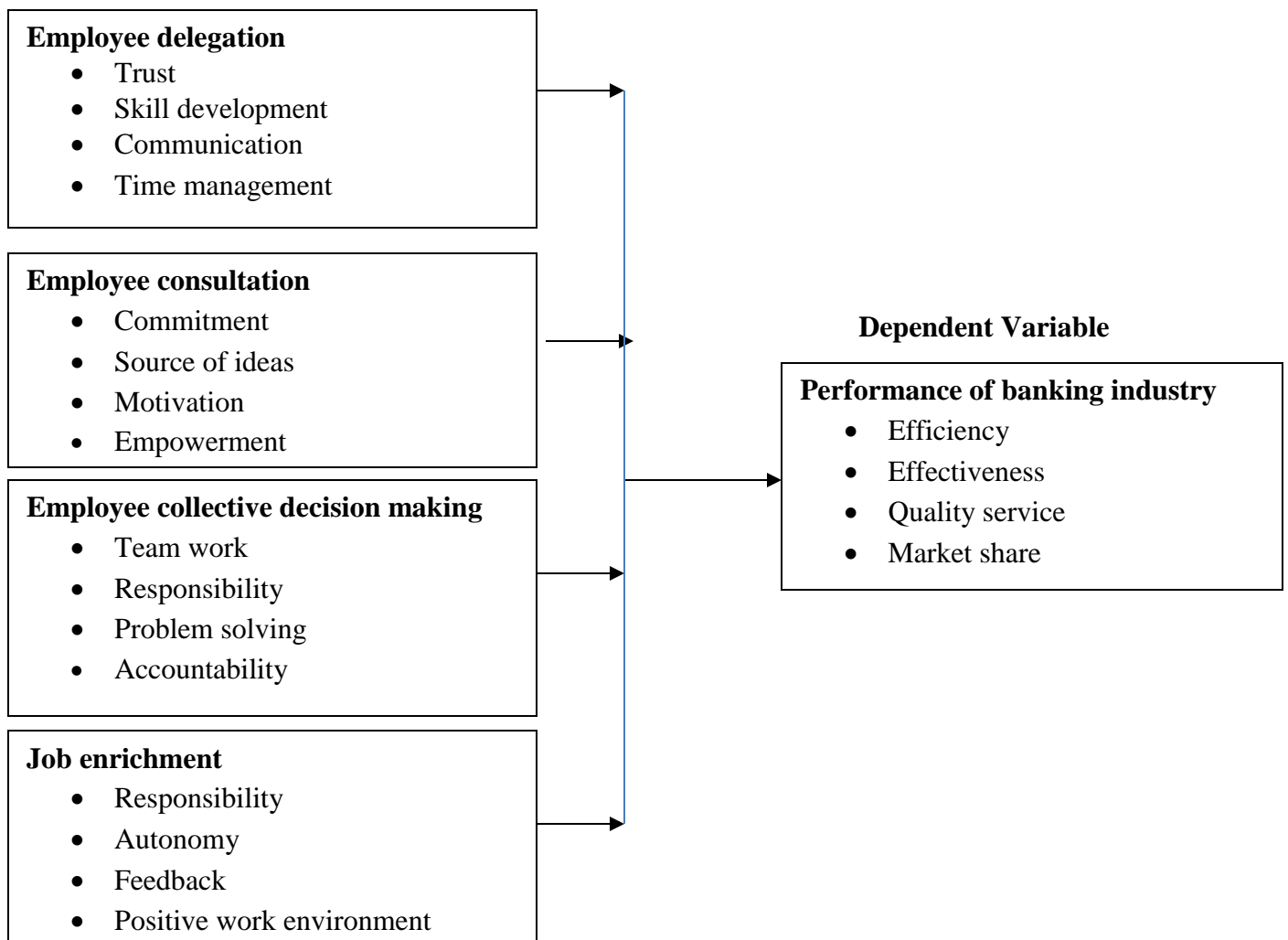


Figure 2.1: Conceptual Framework

Figure 2.1 shows the independent variables which include; employee delegation, employee consultation, employee collective decision making and collective bargaining. The dependent variable is the performance of banking industry.

Table 2.1: Operationalization of Variables

Variable	Type	Indicators	Measurement
Employee Performance	Dependent	<ul style="list-style-type: none"> • Efficiency • Effectiveness • Quality service • Market share 	Rating scale (5-1) nominal Measurement
Employee delegation	Independent	<ul style="list-style-type: none"> • Trust • Skill development • Communication • Time management 	Rating scale (5-1) nominal Measurement
Employee consultation	Independent	<ul style="list-style-type: none"> • Commitment • Source of ideas • Motivation • Empowerment 	Rating scale (5-1) nominal Measurement
Employee collective decision making	Independent	<ul style="list-style-type: none"> • Team work • Responsibility • Problem solving • Accountability 	Rating scale (5-1) nominal Measurement
Job enrichment	Independent	<ul style="list-style-type: none"> • Responsibility • Autonomy • Feedback • Positive work environment 	Rating scale (5-1) nominal Measurement

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and ethical considerations.

3.2 Research Design

This study employed a descriptive research design. This is because, Kothari (2004) observe that the design is applicable in a situation whereby the subjects with similar traits under a certain condition can be examined. The guest (2013) describes descriptive research as "a variety of research and inquiry questions." The main purpose of descriptive research was to describe the current state of affairs. The design used by the researcher to collect and present data from the respondents' point of view, without altering any responses. As a result, data collecting and analysis can be approached in a variety of ways. As a result, the design aided in obtaining data on the current state of concerning how performance in Kenyan banking industry was influenced by employee involvement.

3.3 Target Population

Population as described by Ayala and Elder (2014) is composed of all the cases within the area to be studied bearing a similar characteristics. The unit of analysis was 3 Commercial banks in Kenya which included; Kenya Commercial bank, Cooperative Bank and Barclays bank in Nairobi City County. The respondents were 569 employees who were drawn from these selected banks. The presentation of the target population is shown as follows;

Table 3.1: Target Population

Bank	Population
Kenya Commercial Bank	168
Cooperative Bank	213
Barclays Bank	188
Total	569

Source: Human Resource departments report of 2020 from the three selected banks

3.4 Sampling Design and Sample Size

Burger and Silima (2016) define sampling design as the strategies used to select study participants from a specific population. To ensure that all cases are represented, respondents were sampled based on their department using a stratified sampling approach. To select the respondents, a simple random selection process was used, which provided equal chances of sample selection. Sample size was calculated using the formula Taro Yamane (1967), which takes an error rate of 5%.

$$n = N(1+N(e)^2) / (1+N(e)^2) = 569 / ((1+569(0.05)^2) = 235$$

A total of 235 respondents was used as the study sample size, representing 41.3 percent of the target population. Equal distribution of sample size was calculated using the 0.413 factor.

Table 3.2: Sample Size

Bank	Population	Factor	Sample Size
Kenya Commercial Bank	168	0.413	69
Cooperative Bank	213	0.413	88
Barclays Bank	188	0.413	78
Total	569	0.413	235

3.5 Data Collection Instruments

For the objective of gathering primary data, questionnaires were employed. According to Orodho (2005), questionnaires have the ability to allow appropriate time for respondents to react to the items in order to reach a large number of respondents in a short period of time, they give the respondent a sense of confidentiality, and it is an intentional approach, so there is no choice from personal factors, as in the interview. The questionnaire is divided into five sections, each focusing on a different research topic. The closed question was on a 5-point scale, and respondents were able to indicate their level of agreement on each given item.

3.6 Pilot Study

Before moving further with the data collection procedure, the researcher conducts a pilot study with a limited number of participants to assess the quality of the questionnaires and identify any flaws (Orodho, 2005). Mugenda and Mugenda (2003) recommend that a pilot study be performed on a tenth of a total sample with similar symptoms. As a result, 14 respondents were asked to fill out questionnaires. Furthermore, these individuals were excluded from the final data gathering procedure. To ensure the validity and reliability of the questionnaires, they were piloted to ensure that any errors or missing items are detected and remedied.

3.6.1 Validity of the Instrument

Validity testing entails determining if tools used in collecting data will provide information relevant to the study's stated goal (Orodho, 2005). The validity of the instrument was determined by the items, which was written in plain language to enable the respondents to answer to the questions easily and appropriately covered the study objectives. Expert opinion and peer evaluation was engaged in determining the instrument validity.

3.6.2 Reliability of the Instrument

Mugenda and Mugenda (2003) describe reliability as the level whereby instruments used in collecting data will give results that are similar after repeated tests. Random mistake has an impact on research reliability. The reliability of a system declines as random error increases. Random error is the departure from correct measurement caused by factors that the researcher has not adequately addressed. The split half approach, in which the questionnaire items are sorted and divided into two halves based on odd and even appearances, was used to assess reliability. As a result, each part of the instrument was given to the identical pre-test sample. The reliability of the questionnaire was determined using Cronbach's alpha reliability scale, and the correlation value was sought with an Alpha value of more than 0.7 which was an indication that the reliability was good.

3.7 Diagnostic Tests

3.7.1 Multicollinearity Test

Multicollinearity occurs in a multivariate regression model when there are substantial intercorrelations between two or more independent variables (Farrar & Glauber, 2017). When it comes to the effect of independent variables in a model, multicollinearity might result in larger confidence intervals, leading in fewer reliable probabilities. The reason for performing a multicollinearity test is to ensure that no collinearity exists between the predictor variables that have some sort of explanatory power over each other. A Variance Inflation Factor (VIF) larger than 10 indicates the presence of multicollinearity, according to Field (2013). Multicollinearity impairs the dependability of multiple regression models by increasing the error of the coefficients as collinearity increases.

3.7.2 Normality tests

A normality test is a method of determining whether or not a sample of data was taken from a normally distributed population (Jarque & Bera, 2013). Testing for normality is used in measures to determine whether a knowledgeable group is likely to be distributed in a given variable and to determine whether the variability of the variance may be distributed based on the data collection (Jarque and Bear, 2014). The square coefficient of integration of the Pearson sample obtained from the points of the rank structure is the Shapiro-Wilk rating scale. The standard rule does not work because test statistics have lower values. The null hypothesis is supported by strong mathematical results. The p value of the test can be calculated using the value of R. Rejection of the null hypothesis will be in the case that the p value is less than 0.05.

3.7.3 Heteroscedasticity

Heteroscedasticity happens in a situation whereby standard deviation of the value predicted is not constant as compared to previous time periods or different values of an independent variable. Homoscedasticity is defined as the equality of residual values at each level of predicting variables; if this is not the case, heteroscedasticity has occurred, invalidating the regression model's statistical inferences (Field, 2013). In a regression study, heteroscedasticity can be handled via log transformation of the dependent construct, according to Field (2013). The heteroscedasticity test analyzes if the regression model can consistently predict the dependent variable across all explanatory variable values.

3.7.4 Test of Linearity

The predictor variables in the regression have a straight line connection with the outcome variable, which is known as linearity (Yu, Zhang & Du, 2016). The dependent and independent constructions must have a linear relationship, which implies that a change on one unit on independent variable ought to lead to changes that are fixed on dependent variable. Pearson's

correlation coefficient, according to Field (2013), can be used to test a study's linear relationship between the predicting and criteria constructs. Person's correlation will be used in determining the relationships between the variables. The log transformation of data will be utilized to solve the problem if the linearity assumption is violated. The test for linearity has a significance value smaller than 0.05, showing that there is a linear relationship between variables. The significance value of the test for deviation from linearity is low, indicating that there is a nonlinear component to the connection in addition to the linear component.

3.8 Data Collection Procedure

The administrators of the banks will be visited first to seek permission and inform them of the study purpose as well as the management's commitment. Each respondent received a self-administered questionnaire, which was collected up two weeks later. The researcher contacted the respondents by phone and also visited them before the deadline to put more emphasis on the importance to attending to the questionnaire.

3.9 Data Analysis and Presentation

The data collected from the respondents was quantitative in nature. Analysis of data in quantitative form was done in terms of mean and standard deviations and tables and figures was used in presenting that data using Statistical Package for Social Sciences (SPSS) version 20.0. In addition, inferential statistics that included multiple regressions was conducted to determine the way one variable influences the other.

The equation for regression was described as under:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_4X_4 + \varepsilon$$

Whereby Y= Performance of Banking Industry

X₁= Employee delegation

X_2 = Employee consultation

X_3 = Employee collective decision making

X_4 = Job enrichment

$\beta_1 - \beta_4$ = Coefficients

ε = Error term

3.10 Ethical Consideration

A project approval letter by the University was collected that enabled the researcher to apply for a NACOSTI research permit. These two documents were used when the researcher was presenting herself to the respondents to prove that the intention for collecting data from them was purely for the purpose of academics. All respondents had their information kept anonymous, and no one was forced to take part in the study.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of a field data analysis based on the response rate, respondent background information, descriptive statistics, and inferential statistics.

4.2 Response Rate

The questionnaires were administered to a sample of 235 respondents. The following Table 4.1 gives the distribution of study response rate.

Table 4.1: Response Rate

	Frequency	Percentage
Response	215	91.5
Non response	20	8.5
Total	235	100

Source: Survey Data (2021)

From the results in Table 4.1, those responded to the questionnaires accounted for 91.5% and those who did not accounted for 8.5%. Baruch and Holtom (2014) recommended that 80 percent or more of the response rate was sufficient for data analysis. Hence, having attained a response rate of 91.5% it was sufficient to carry on with the analysis of data.

4.3 Results of Reliability Tests

Table 4.2: Results of Reliability Test

Variable	Cronbach Alpha value
Employee delegation	0.786
Employee consultation	0.821
Employee collective decision making	0.796
Job enrichment	0.769
Aggregate score	0.799

Source: Pilot study (2021)

According to the findings in the preceding table, employee consultation had the highest alpha coefficient at 0.821, followed by employee collective decision making (=0.796), employee delegation (=0.786), and job enrichment (=0.769). The average alpha coefficient was 0.799, and the alpha coefficients of all the variables to be studied were greater than 0.7, confirming Mugenda and Mugenda's recommendation (2003) that equal alpha points above 0.7 indicate that the instruments are more reliable.

4.4 Background Information

The study found background information on questions about their gender, level of education and job experience.

4.4.1 Gender

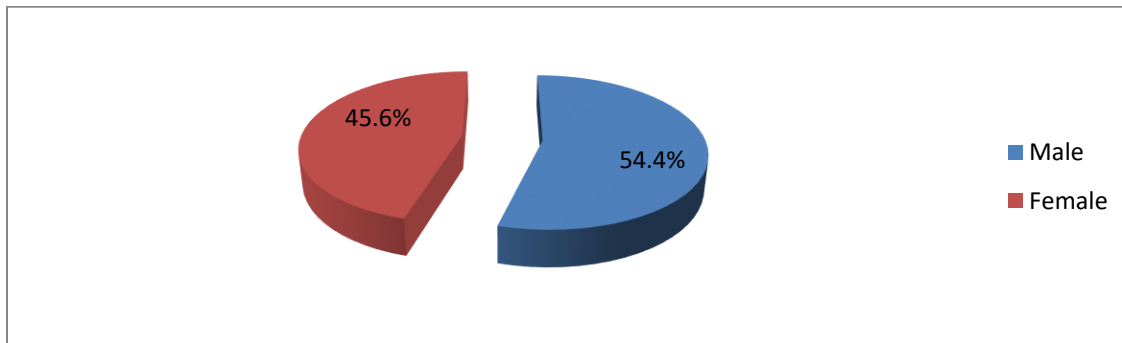


Figure 4.1: Respondents' Gender

Source: Survey Data (2021)

According to Figure 4.1, the majority of respondents were male, accounting for 54.4 percent, while female respondents accounted for 45.6 percent. To avoid gender discrimination, respondents' sex had to show true representation of men and women in the study.

4.4.2 Highest Academic Qualification

Table 4.2: Respondents' Highest Academic Qualification

Academic Level	Frequency	Percentage
Diploma	25	11.6
Post graduate diploma	8	3.7
Bachelor's degree	126	58.6
Master's degree	56	26.0
Total	215	100

According to Table 4.2, the majority of respondents (58.6 percent) have a bachelor's degree, 26.0 percent have a master's degree, 11.6 percent have a diploma degree, and 3.7 percent have a postgraduate degree. It was necessary to determine the level of education of the respondents because diversity of educational backgrounds increases the likelihood that employees will have different views and opinions.

4.4.3 Work Experience

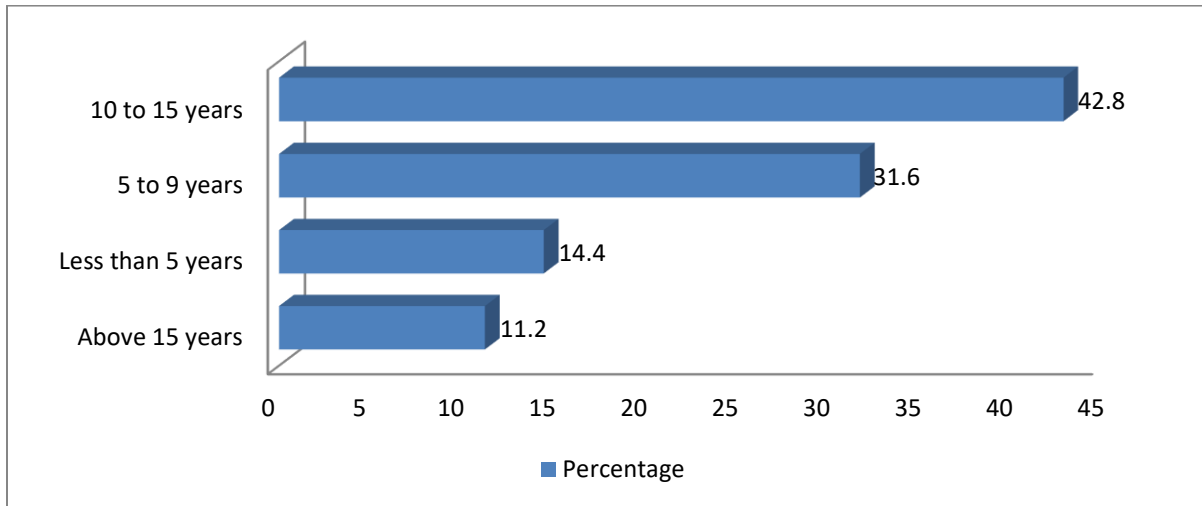


Figure 4.2: Respondents' Experience

According to Figure 4.2, the majority (42.8 percent) of respondents had 10 to 15 years of work experience, 31.6 percent had 5 to 9 years, 14.4 percent had less than 5 years, and 11.2 percent had more than 15 years. This indicated that the respondents had a diverse work experience, which

means that respondents have a better understanding of the work environment, what the bank expects from them and that they had experienced more opportunities in developing their competencies and acquiring skills related to their work.

4.5 Results of Descriptive Analysis

To present the results of quantitative data, using descriptive statistics such as Mean (M) and Standard Deviation (SD) developed by the Statistical Package for Social Sciences (SPSS). The results are presented in the next section.

4.5.1 Employee Delegation

Table 4.3: Employee Delegation

	M	SD
Employees' capabilities will be developed and new skills will be taught by involving them in specific tasks.	3.98	1.02
When delegating tasks to employees a culture of trust is established	4.05	0.95
By delegating tasks to employees a better use of everybody's time is achieved	4.50	0.50
Delegation increases flexibility of employees and everybody will improve their skills which is great for the company.	4.14	0.86
Delegation stimulates creativity and develops employee skills	4.61	0.39
Average Score	4.26	0.74

Table 4.3 shows that respondents in Nairobi County, Kenya agreed that employee delegation influences performance in commercial banks, with an aggregate mean score of 4.26 and a standard deviation of 0.74. This finding agrees with the findings of a study by Ugoani (2020) that examined the relationship between effective delegation and its impact on organizational performance and the results demonstrated a favorable association between successful delegation and organizational performance. To promote psychological empowerment, feedback, and power distance, it was advocated that the evaluation process be made an element of effective delegation.

The statements that were strongly agreed by the respondents were that delegation stimulates creativity and develops employee skills and (M=4.61, SD= 0.39) and that by delegating tasks to employees a better use of everybody’s time is achieved (M=4.50, SD= 0.50). These findings are based on findings from a study conducted by Thomas, Idowu, and Olarewaju (2017), which investigated the impact of delegation on staff performance and found that delegation of authority had a significant impact on employee performance.

Respondents agreed with the statements that delegation increases flexibility of employees and everybody will improve their skills which is great for the company (M=4.14, SD=0.86), when delegating tasks to employees a culture of trust is established (M=4.05, SD=0.95) and that employees' capabilities will be developed and new skills will be taught by involving them in specific tasks (M=3.98, SD=1.02). Kennedy and Keino (2017) study focused on how delegation of authority affects performance of employees at Twiga Chemical Industries Ltd and the findings of the regression of coefficients revealed a favorable and substantial relationship between legislative delegation and employee performance.

4.5.2 Employee Consultation

Table 4.4: Employee Consultation

	M	SD
Consultation provides more informed perspectives on what customers want.	4.52	0.48
Employees are more positive about their employers when they are involved in some decisions because they believe their opinions are valued.	4.63	0.37
Consultation builds trust and between the organization and the employees	3.88	1.12
Consultation makes decisions made quickly with everyone's involvement	3.46	1.54
Consultation allows decisions to be made in a way that reduces the likelihood of later disagreements.	4.46	0.54
Average Score	4.19	0.81

According to the results in Table 4.4, respondents in Nairobi County, Kenya agreed that employee consultation affected the performance of commercial banks, with a combined interest rate of 4.19 and a standard deviation of 0.81. These findings are in line with the findings of Ojokuku and Sajuyigbe (2014), who investigated how employee consultation in decision-making affects the performance of small and medium enterprises in Lagos, Nigeria, and found that employee participation in decision-making has a positive impact on organizational performance in SMEs.

The statements that were strongly agreed by the respondents were that employees feel more positive about their employers when they are involved in some decisions because they believe their opinions are valued ($M=4.63$, $SD=0.37$), and consultation results in more informed perspectives on what customers want ($M=4.52$, $SD=0.48$). These findings are in line with the findings of the Survey by Sulaimon (2016), which examined the impact of employee consultation on business decision-making in the Nigerian manufacturing industry, and the findings show a statistically significant correlation between employee decision-making and business performance.

The respondents agreed on the statements that Consultation ensures that decisions are made in a way that reduces the likelihood of future disagreements ($M=4.46$, $SD=0.54$) and that consultation builds trust and between the organization and the employees ($M=3.88$, $SD=1.12$). These findings are in line with a study by Dajani and Zaki (2015) that examined the impact of employee consultation on corporate governance in the Egyptian banking sector and found that employee involvement had a significant impact on performance but had little impact on company performance.

4.5.3 Employee Collective Decision Making

Table 4.5: Employee Collective Decision Making

	M	SD
Including representatives in dynamic is a certain way of causing them to feel significant and foster person	3.26	1.74
The organization learns the qualities and shortcomings of its workers, just as their requirements	3.85	1.15
Working in groups to find a solution will help improve relationships.	4.68	0.32
At the point when representatives have something to do with the choice, they will feel more dependable.	4.59	0.41
Consultation allows an organization to access its resources.	4.13	0.87
Employees experience proficient and individual support in the association and its general achievement in taking an interest in dynamic.	3.41	1.59
Average Score	4.11	0.89

According to the results in Table 4.5, respondents agreed that employee collective decision making influences performance in commercial banks in Nairobi County, Kenya, with an aggregate mean score of 4.11 and a standard deviation of 0.89. These findings are consistent with Lam, Chen, and Schaubroeck (2012) research, which investigated how participatory decision-making affects employee performance across cultures, and data show a positive relationship between job satisfaction and decision-making involvement.

The statements that were strongly agreed by the respondents were that working in groups to find a solution will aid in the improvement of relationships (M=4.68, SD=0.32) and that when employees have a say in the decision, they feel responsible (M = 4.59, SD = 0.41). These findings agree with those of Ugwu, Okoroji, and Chukwu (2018), who conducted a study of selected hotels in the Owerri Metropolis, Imo state, to find a link between participatory decision-making and staffing in the hospitality industry. The information uncovered a positive connection between pioneer conduct and staff execution at those inns in Owerri, Imo State.

Respondents agreed with statements that the consultation allows the organization to access internal resources (M = 4.13, SD = 0.87) and that it learns the strengths and weaknesses of its employees, as well as their needs. (M = 3.95, SD = 1.15) This finding is consistent with the findings of

Vijayashree and Chandran (2019), who investigated how various parts of the course of representative inclusion in dynamic influence worker execution and found that worker contribution in dynamic cycle will improve organizational capability and assist management in making decisions. Employee participation programs must be implemented in a comprehensive and integrated manner.

Employees experience the organization's professionalism and its overall success in engaging in decision-making ($M = 3.41$, $SD = 1.59$), and getting workers engaged with dynamic is a certain way of causing them to feel significant and to foster their person ($M=3.26$, $SD=1.74$) were rated to a moderate extent by the respondents. This finding does not agree with Habanik, Martosova and Letkova (2020) study that focused on how management decision-making affects employee performance in manufacturing organizations and the findings show that financial incentives inspire employees more than anything else and salaries than by praise and recognition from superiors in the conditions of the chosen manufacturing organizations.

4.5.4 Job Enrichment

Table 4.6: Job Enrichment

	M	SD
Job enrichment aids in the reduction of employee turnover and absenteeism.	4.54	0.46
Employees are intrinsically motivated by job enrichment because it provides opportunities for advancement and self-realization.	4.85	0.15
Employees are more creative when they work in an enriching environment that includes complex and challenging jobs.	3.95	1.05
Job enrichment alleviates boredom and makes work more satisfying and fulfilling for employees.	4.71	0.29
The workload of the managers is reduced as jobs to the management are shared with middle and lower lever employees.	4.03	0.97
Average Score	4.42	0.58

According to the findings in Table 4.6, respondents in Nairobi County, Kenya, agreed that job enrichment has an impact on commercial bank performance, with a combined interest rate of 4.42 and a standard deviation of 0.58. These findings are consistent with the findings of Salau, Adeniji, and Oyewunmi (2014), who investigated the relationship between richness and organizational performance among Nigerian public universities, and found a link between job depth, on-the-job training, and job creation and organizational performance.

The statements that were strongly agreed by the respondents were that Job enrichment intrinsically motivates employees by providing opportunities for growth, advancement, and self-realization (M=4.85, SD=0.15), job enrichment helps reduce boredom and make work more satisfying and fulfilling for employees (M=4.71, SD=0.29), and job enrichment helps reduce employee turnover and absenteeism (M=4.54, SD=0.46). These findings are consistent with the findings of Asl, Nazari, and Raadabadi (2015), who investigated the relationship between job enrichment and performance: A study of nurse cases and the total performance of all nurses, whether valid or valid test scores or actual test scores, revealed high performance , as more than half of the nurses performed well.

The statements were agreed upon by the respondents that the workload of the managers is reduced as jobs to the management are shared with middle and lower lever employees (M=4.03, SD=0.97) and that employees are more creative when they work in a stimulating environment with complex and challenging jobs (M=3.95, SD=1.05). This is consistent with the findings of Marta, Supartha, Dewi, and Wibawa's (2020) study, which explored the connection between work advancement, strengthening, and obligation to the association: the job of intercession in inspiration and fulfillment in the working environment, and securing that position enhancement significantly affects hierarchical responsibility.

4.6 Diagnostic Test Results

4.6.1 Test of Multicollinearity

To determine the degree of coherence between the parameters of the retreat model, multicollinearity testing was performed using Value Inflation Factor (VIF) and Tolerance values. Less than 10 Value Inflation Factor (VIF) and Tolerance greater than 0.1 in regression model, according to Field (2013), indicates a lack of multicollinearity. Table 4.7 organizes and presents the test results.

The hypothesis was that;

H₁: The data is collinear

The hypothesis is rejected if the p-value is less than 0.05.

Table 4.7: Multicollinearity Test Results

Variables	Collinearity Statistics	
	Tolerance	VIF
Employee delegation	0.54	1.86
Employee consultation	0.93	1.08
Employee collective decision making	0.60	1.66
Job enrichment	0.87	1.16

Source: Research Data (2021)

Factors under investigation Table 4.7 shows that tolerance with VIFs is greater than 10 and less than 10 values. Based on these findings, it is concluded that the interest rate variables are not biased which may influence the researcher's decision due to multicollinearity.

4.6.2 Results of Normality Tests

The rates of skewness and kurtosis were calculated to see if the score distribution was normal. According to Field (2013), with the continuation of skewness and kurtosis rates from zero, there is a high probability that the data are not generally classified. This is supported by researchers

using the sixth law that the distribution of points is closer to normal when skewness and kurtosis are between -0.1 and +0.1 (Muli, 2014). Additionally, the P-P plot graph can support the proof of normality of score distribution (Field, 2013). Table 4.8 depicts the normality of the score distribution.

The hypothesis was that;

H₁: The data is normal

The hypothesis is rejected if the p-value is less than 0.05.

Table 4.8: Normality Test Results

Variable	Descriptive	Statistics	Std. Error	Remark
Employee delegation	Skewness	-0.697	0.128	Normal distribution
	Kurtosis	0.236	0.216	Normal distribution
Employee consultation	Skewness	-0.812	0.174	Normal distribution
	Kurtosis	0.469	0.231	Normal distribution
Employee collective decision making	Skewness	-0.172	0.174	Normal distribution
	Kurtosis	-0.100	0.231	Normal distribution
Job enrichment	Skewness	-0.853	0.174	Normal distribution
	Kurtosis	0.167	0.231	Normal distribution

Source: Survey Data (2021)

Table 4.8 shows that the rates of skewness and kurtosis are generally between -0.1 and +0.1. According to Field, straightforward skewness rates indicate the formation of lower scores on distribution, while negative scores indicate higher school scales on distribution (2013). On the other hand, the positive values of kurtosis show a marked, heavy distribution, and the negative values indicate a flat, small distribution.

Employee delegation had skewness and kurtosis values of -0.697 and 0.236, employee consultation had skewness and kurtosis values of -0.812 and 0.469, employee collective decision making had skewness and kurtosis values of -0.172 and 0.100, and job enrichment had skewness and kurtosis values of -0.853 and 0.1678. The values indicate that there was an accumulation of high scores in the distribution, as well as a pointy and heavy-tailed distribution for employee delegation, employee consultation, employee collective decision making and job enrichment respectively. The skewness and kurtosis values for employee collective decision making are 0.172 and -0.100, respectively. These findings point to a low score in the distribution as well as a flat and light-tailed distribution for the composite construct of health facilities.

According to Field (2013), the data are less likely to be normally distributed if the skewness and Kurtosis values are high, and the dots in the P-P plots are dispersed or far down the diagonal. Because these values are close to zero, the distribution of scores for all variables is normal.

4.6.3 Results of Linearity Tests

The linearity assumption states that the outcome and the predicting variable must have a linear relationship. Even if all other assumptions are satisfied, a model is rendered invalid if this one is not satisfied (Field, 2013). Pearson's correlation coefficients were used to investigate the linear relationship between the study's numerous hypothesized constructs, and the results are shown in Table 4.9.

The hypothesis was that;

H₁: The data is linear

If the p-value is less than 0.05, the hypothesis is rejected

Table 4.9: Linearity Test Results

	Employee performance	Conclusion
Employee delegation	.753** .000 215	Linear
Employee consultation	.759** .000 215	Linear
Employee collective decision making	.706** .000 215	Linear
Job enrichment	.643* .000 215	Linear

Source: Survey Data (2021)

Each of the independent variables is linearly related to the dependent variable, as shown in Table 4.9. Employee delegation, employee consultation, employee collective decision making and job enrichment all had correlation coefficients of 0.753, 0.759, 0.706, and 0.643, which were all statistically significant at $p = 0.000$, respectively. This demonstrates that in the in commercial banks in Nairobi County, Kenya, there was a linear link between employee involvement and employee performance. Because the independent and outcome components were found to be linear, the specified regression models were assumed to be appropriate for assessing the various associations hypothesized in this study.

4.7 Inferential Statistics

4.7.1 Correlation Analysis Results

Table 4.9: Correlation Analysis

	Employee delegation	Employee consultation	Job enrichment	Employee involvement	Employee performance
Employee delegation	1 215				
Employee consultation	.109 .341 215	1 215			
Employee collective decision making	.080 .485 215	.711** .000 215	1 215		
Job enrichment	.223* .048 215	.492** .000 215	.303** .007 215		
Employee performance	.741** .002 215	.553** .000 215	.806** .000 215	.636** .000 215	1 215

According to the findings in Table 4.9, that employee delegation, employee consultation, employee collective decision making and Job enrichment had a strong relationship with employee performance, with Pearson's r values of 0.741, 0.553, 0.806, and 0.636, respectively, and vice versa, with a significant value of 0.00, less than 0.05. These findings are supported by research conducted by Thomas, Idowu, and Olarewaju (2017), which investigated the relationship between delegation and employee performance. According to research findings, delegations have a significant impact on employee performance. This finding is also consistent with the study by Ojokuku and Sajuyigbe (2014) that checked out what worker meeting in dynamic means for the

exhibition of a little and medium-sized business bunch in Lagos, Nigeria and the association of staff in dynamic has been found to decidedly affect the presentation of the association in SMEs.

4.7.2 Regression Analysis Results

Regression analysis was done to estimate the relationship between dependent variable that was employee performance and independent variables that included; employee delegation, employee consultation, employee collective decision making and job enrichment. Table 4.9 displays the results.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.836 ^a	.805	.801	.454	.405	12.572	4	210	.000

Source: Survey Data (2021)

A model summary is shown in Table 4.9, including information about the line strength of the response to the full variation of the dependent variables. The adjusted R², also known as the coefficient of multiple determinations, is the percentage of the variance in the dependent variable that can be explained by the independent variables alone or jointly. The independent variables studied explain a factor of 0.805 of employee performance in commercial banks in Nairobi County, Kenya, according to the adjusted R² results. This means that unstudied variables influence employee performance by a factor of 0.195.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.387	3	3.462	48.083	.000 ^a
	Residual	15.284	211	0.072		
	Total	25.671	214			

Source: Survey Data (2021)

At the 5% significance level, the F calculated value (48.083) is greater than the F tabulated value (3.462), indicating that the model is significant demonstrating a good model fit on how the independent variables investigated influenced employee performance in Nairobi County, Kenya.

Table 4.11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.539	.490		1.100	.000
Employee delegation	0.729	.046	0.066	15.848	.001
Employee consultation	0.692	.098	0.118	7.061	.001
Employee collective decision making	0.539	.125	0.145	4.312	.000
Job enrichment	0.712	.073	0.093	9.753	.001

Source: Survey Data (2021)

Table 4.15 shows that the constant value of 0.539 represents the value of the dependent variable when the independent variables studied are held constant.

The established regression equation looked like this;

$$Y = 0.539 + 0.729X_1 + 0.692X_2 + 0.539X_3 + 0.712X_4 + \varepsilon$$

Where, Y = Employee performance

X₁ = Employee delegation

X₂ = Employee consultation

X₃ = Employee collective decision making

X₄ = Job enrichment

A 0.729 represented the value by which employee performance in commercial banks in Nairobi County, Kenya changes when employee delegation is changed by one unit while keeping employee consultation, employee collective decision making, and job enrichment constant in 4.11. According to the t-value (t= 15.848, p 0.05), the staff team has had a positive and significant impact

on the performance of employees in Nairobi County, Kenya's commercial banks. These findings are consistent with those of Ugoani's (2020) study, which discovered a positive relationship between successful deployment and organizational performance.

A 0.692 represented the value by which employee performance in commercial banks in Nairobi County, Kenya changes when employee consultation is changed by one unit while employee delegation, employee collective decision making, and job enrichment remained constant. According to the t-value ($t= 7.061$, $p 0.05$), Employee consultation had a positive and significant impact on the performance of employees in Nairobi County, Kenya's commercial banks. These findings are consistent with those of Ojokuku and Sajuyigbe (2014), who discovered that staff participation in decision-making improves organizational performance in SMEs.

A 0.539 represented the value by which employee performance in commercial banks in Nairobi County, Kenya changes when employee collective decision making is changed by one unit while keeping employee delegation, employee consultation, and job enrichment constant from the results in 4.11. According to the t-value ($t= 4.312$, $p 0.05$), Employee collective decision making had a positive and significant influence on employee performance in Nairobi County, Kenya's commercial banks. This finding is consistent with the findings of Lam, Chen, and Schaubroeck (2012), who discovered a significant positive relationship between job satisfaction and decision-making involvement.

A 0.712 represented the value by which employee performance in commercial banks in Nairobi County, Kenya changes when job enrichment is changed by one unit while employee delegation, employee consultation, and employee collective decision making remained constant. According to the t-value ($t= 9.753$, $p 0.05$), Job enrichment has had a positive and significant impact on the performance of employees in Nairobi County, Kenya's commercial banks. These findings are

consistent with those of Salau, Adeniji, and Oyewunmi (2014), who discovered a positive relationship between job depth, on-the-job training, and job-oriented job enrichment components and staff / organizational performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers that summary of the findings, recommendations for policy and practice, conclusions and suggestions for further studies.

5.2 Summary

The study evaluated the effects of employee involvement on employee performance in commercial banks in Nairobi County, Kenya. The measures of employee involvement were employee delegation, employee consultation, employee collective decision making and job enrichment. Data were collected using questions from employees working with selected commercial banks. Data analysis was performed using descriptive analysis and retrospective analysis. A summary of the findings is presented as follows:

The first research goal was to determine the impact of employee delegation on commercial bank performance in Nairobi County, Kenya. According to the t-value ($t= 15.848$, $p < 0.05$), employee delegation had a positive and significant impact on employee performance in Nairobi County, Kenya's commercial banks. Delegation stimulates creativity and develops employee skills, by delegating tasks to employees a better use of everybody's time is achieved and that delegation increases flexibility of employees and everybody will improve their skills which is great for the company.

The second research goal sought to establish the effect of employee consultation on employee performance in commercial banks in Nairobi County, Kenya. According to the t-value ($t= 7.061$, $p < 0.05$), employee consultation had a positive and significant impact on employee performance in Nairobi County, Kenyan commercial banks. Employees feel more positive about their employers when they are involved in some decisions because they believe their opinions are valued;

consultation brings more informed perspectives on what customers want; and consultation results in decisions being made in a way that reduces the risk of disagreements later on.

The third research goal was to determine the impact of employee collective decision making on employee performance in Nairobi County, Kenya. According to the t-value ($t= 4.312$, $p 0.05$), employee collective decision making had a positive and significant impact on employee performance in Nairobi County, Kenya's commercial banks. Working in groups to find a solution will help improve relationships; employees will feel responsible when they have a say in the decision; and consultation allows the organization to influence internal resources.

The fourth research goal was to determine the impact of job enrichment on employee performance in Nairobi County, Kenya. According to the t-value ($t= 9.753$, $p 0.05$), Job enrichment had a positive and significant impact on employee performance in Nairobi County, Kenya's commercial banks. Job enrichment intrinsically motivates employees by providing opportunities for growth, advancement, and self-realization; job enrichment helps to reduce boredom and make work more satisfying and satisfying for employees; and job counseling helps to reduce staff numbers and absenteeism rates.

5.3 Conclusions

According to the study, the team allows managers to focus on the most important tasks or the best-qualified jobs. Over time reduces stress and strain. This allows them to focus on your remaining tasks while giving you more time on other tasks. Delegation encourages managers to learn to trust their subordinates, and when subordinates successfully complete a task, they have greater confidence in their skills in the future. Delegating is a critical skill for supervisors at all levels, but it can be difficult for them to learn due to concerns about ceding control or a lack of faith in others'

abilities. Delegating is an important skill for those who work in groups, and trust is essential for the group's success.

The study concludes that consultation with employees is useful, constructive work to promote understanding and problem-solving between managers and lower-level bank employees. Any exchange of ideas that leads to a more informed decision benefits all parties. The end result is often better and more acceptable decisions for those involved because they feel they are part of the change. This can lead to only time and money savings, improved morale, better cooperation, less conflict, and more social pressure. Consultation increases work commitment, and being committed at work increases the level of enthusiasm an employee has for his job. Employee dedication to their work adds more value to the organization by providing proactive support and determination at work. More so, when there is more consultation, there is more commitment among the workers. Employees who are uncommitted can stifle an organization's growth. Workers have a sense of commitment, which stems from worker consultation on other issues. When work is delegated to someone who is not well versed in performing the task, delegating can play a significant role in coaching and teaching others. It is an important way to assist them in developing new skills.

Research concludes that including employees in dynamic is a certain way of causing them to feel significant and work on their conduct. Working in gatherings to discover an answer will assist with further developing connections. At the point when representatives have something to do with the choice, they will feel more mindful. By including workers in dynamic, the board shows trust and appreciation for their feedback, which expands representative commitment. Staff interview permits representatives to share thoughts, gain from one another, and run after a shared objective. Workers who take part in dynamic have an individual stake in the association's prosperity. This normally prompts more useful laborers since they need to offer more, particularly when joined

with expanded resolve and occupation fulfillment. Representatives who partake in dynamic feel esteemed, and the method involved with imparting insights and talking about work issues can cultivate a feeling of collaboration and further develop connections among laborers. Workers might have the option to recognize factors you would not have thought about in any case, just as foresee potential issues that might emerge, permitting worries to be tended to from the get-go and expanding the odds of the organization's choices being fruitful.

The study concludes that job enrichment is a method used by bank managers to motivate employees and provide job satisfaction for them, as well as to address the problem of declining employee motivation and happiness in the workplace. Job's related activities are grouped together and assigned to one worker. Employee job responsibilities grow vertically. Employees are provided with opportunities to learn new skills through job advisory techniques. They can learn new skills and apply them in their work. Job enrichment allows employees to learn new skills and grow professionally. He/she is more likely to find new jobs and thus gain new experiences as a result of learning new skills. Because job enrichment motivates employees to participate, it improves the employees' decision-making process. Job enrichment reduces power concentration by expanding the job role and participation of other middle and lower-level employees. Job enrichment instills in both the employer and the employee a sense of accomplishment.

5.4 Recommendations

According to the study, commercial bank managers should choose tasks to delegate based on employees' skills, preferences, and availability, and explain why this task is important to them. Coach the employee through it, ensuring that he or she has the necessary resources and knowledge to complete the task, and communicate openly with the employees.

The study recommends that, as far as possible, consultation take place before decisions are made on matters affecting the legitimate interests of the other party. For maximum success, consultation must take place as soon as possible so that the results can be included in the final decision. Management must negotiate planned changes as soon as possible in the event of a change, and in order to be effective, a shared consultation and problem-solving policy must be a consistent and integrated part of the philosophy of all those responsible for management and leadership responsibilities. Consultation will be ineffective if it is not part of a larger communications strategy. As a starting point, all employees should be aware of who they can contact if they have a problem. A clear policy must be in place outlining how employees can expect the issue to be handled, including potential outcomes and time frames.

According to the study, bank managers should establish a group policy by specifying the size of the decision, including its significance. By doing so, the manager can reduce misunderstandings and help team members focus on their own analysis, discussions and discussions. Create a work environment where team members will be able to communicate in a meaningful, honest and open way. Managers can assign roles to help plan decision-making processes, establish accountability for specific aspects of team work, and clarify responsibilities.

The study suggests that the bank's management assign tasks to employees who do not typically perform them, or that teams collaborate with other teams on projects to allow employees to gain new skills. Rotate tasks and assign secondary projects to improve employee task identity and task significance because employees will have a greater say in decision-making and will be able to see how their work contributes to bank advancement. It is up to the organization to determine the best approach to job enrichment in light of the organization's other needs. A well-rounded set of jobs will only lead to increased productivity.

5.5 Suggestion for Further Studies

The current study looked at how employee involvement affects employee performance in Nairobi County, Kenya. The measures of employee involvement were employee delegation, employee consultation, employee collective decision making and job enrichment. As a result, the study suggests that additional research be conducted on various measures of employee involvement. Furthermore, the current study context was commercial banks in Kenya; therefore, another study focusing on a different context can be conducted.

REFERENCES

- Addai, D. (2013). Employee involvement in decision making and worker motivation: a study of two selected banks in Ghana (Unpublished Mphil Sociology Project, University of Ghana)
- Aikenhead, G. S. (2015). Collective decision making in the social context of science. *Science education*, 69(4), 453 – 475
- Aikenhead, G. S. (2015). Collective decision making in the social context of science. *Science education*, 69(4), 453-75
- Al-Jammal, H. R., Al-Khasawneh, A. L., & Hamadat, M. H. (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: case study. *International Journal of Human Resource Studies*, 5(3), 48-69.
- Alsafadi, Y., & Altahat, S. (2021). Human resource management practices and employee performance: the role of job satisfaction. *The Journal of Asian Finance, Economics, and Business*, 8(1), 519-529.
- Ambani, K. M. (2016). *Effect of Employee Consultation on Employee Performance at the Kenya Medical Research Institute (Center for Global Health Research) Kisumu* (Doctoral dissertation, University of Nairobi).
- Ambani, K. M. (2016). *Effect of Employee Involvement on Job Performance at the Kenya Medical Research Institute (Center for Global Health Research) Kisumu* (Doctoral dissertation, University of Nairobi).
- Aninkan, D. O. (2018). The Impact of Reward Management and Job Enrichment On Job Satisfaction among Employees in The Ogun State Polytechnics. *International Journal of Business and Management Invention*, 3(3), 19 – 26
- Asl, I. M., Nazari, A., & Raadabadi, M. (2015). Examining the relationship between job enrichment and performance: A case study of nurses. *Asian Social Science*, 11(18), 108-115
- Bentley, T. (2016). *The business of training achieving success in changing world market*, 4 Editions - Mc Graw Hill
- Bhatti, K. K., Nawab, S., & Akbar, A. (2015). Effect of direct involvement on organizational commitment. *International journal of business and social science*, 2(9), 56 – 64
- Bose, T., Reina, A., & Marshall, J. A. (2017). Collective decision-making. *Current opinion in behavioral sciences*, 16, 30-34.
- Brayfield, A. H., & Crockett, W. H. (2015). Employee attitudes and employee performance. *Psychological bulletin*, 52(5), 396.

- Brayfield, A. H., & Crockett, W. H. (2015). Employee attitudes and employee performance. *Psychological bulletin*, 52(5), 396 - 4012.
- Burger, A., & Silima, T. (2016). Sampling and sampling design. *Journal of public administration*, 41(3), 656-668.
- Butali, P., & Njoroge, D. (2018). Effect of employee involvement on employee performance with organizational commitment as a moderator. *International Journal of Scientific Research and Management*, 6(06), 1 – 14
- Chukwuemeka, S. O. (2020). *Employee Involvement in Decision Making and Organizational Performance in Public Organization Anambra State, Nigeria* (Doctoral Dissertation, Ambrose Alli University)
- Cooke, W. N. (2017). Employee Involvement Programs, Group-Based Incentives, and Company Performance: A Union-Nonunion Comparison. *Industrial and Labor Relations Review*, 2(1), 47 - 59.
- Cotton, J. L. (2019). *Employee involvement: Methods for improving performance and work attitudes*. Sage Publications, Inc.
- Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L., & Jennings, K. R. (2018). Employee involvement: Diverse forms and different outcomes. *Academy of Management review*, 13(1), 8 - 22.
- Cunningham, J. B., & Eberle, T. (2017). A Guide to Job Enrichment and Redesign. *Personnel (AMA)*, 67(2), 56-61.
- Dajani, D., & Zaki, M. A. (2015). The impact of employee consultation on job performance and organisational performance in the Egyptian banking sector. *Journal of Business and Management Sciences*, 3(5), 138 – 147
- Davoudi, M., & Mehdi, S. (2018). Impact of job enrichment in organizational citizenship behavior. *SCMS Journal of Indian Management*, 10(2), 106 - 112.
- Salau, O. P., Adeniji, A. A., & Oyewunmi, A. E. (2014). Relationship between elements of job enrichment and organizational performance among the non academic staff in Nigerian public universities. *Marketing and Management Journal*, 12(2), 173-189
- Davoudi, S. M. M. (2018). Impact: Job enrichment in organizational citizenship behaviour. *SCMS journal of Indian Management*, 10(2), 106 – 110
- Dede, C. H. (2019). Employee Involvement in Decision Making and employee performance: Case Study of Cross River State Board of Internal Revenue, Calabar. *IIARD International Journal of Economics and Business Management*, 5(1), 25 – 36

- Deutsch, M. (1973). *The resolution of conflict*. New Haven: CT Yale University Press
- Duah A. R. (2012). *An investigation into the effect of employee decision making on employee performance: a case study of Kumasi Anglican senior High School* (Doctoral dissertation).
- Dundon, T., Curran, D., Ryan, P., & Maloney, M. (2018). Conceptualising the dynamics of employee information and consultation: evidence from the Republic of Ireland. *Industrial Relations Journal*, 37(5), 492-512.
- Faith, J. A. (2014). *Perceived Relationship Between Employee Academic Qualifications and Job Performance in Mukuru Slums Development Projects, Nairobi County*. (Doctoral dissertation, School of Business, University of Nairobi).
- Farrar, D. E., & Glauber, R. R. (2017). Multicollinearity in regression analysis: the problem revisited. *The Review of Economic and Statistics*, 2(1), 92-107.
- Fashoyin, T. (2015). *Industrial Relations and African Development*. New Delhi: South Asian Publishing Ltd
- Fayol, H. (1949). *General and industrial management*. New York: Pitman.
- Frederick, B. A., & Stephen, O. O. (2010). Teachers' perceptions of staff development programmes as it relates to teachers effectiveness: A study of rural primary schools in Kenya. *Educational Research and Review*, 5(1), 001-009.
- Gikonyo, S. (2018). Employee consultation and employee performance of research and training state corporations in Kenya. Unpublished Thesis.
- Gupta, N., & Chowdhury, J. K. (2018). An Overview of Employee Involvement on Performance: A Literature Review. *Impact: International Journal of Research in Business Management*, 6(4), 53-64.
- Habanik, J., Martosova, A., & Letkova, N. (2020). The impact of managerial decision-making on employee motivation in manufacturing companies. *Journal of Competitiveness*, 12(2), 38.
- Habanik, J., Martosova, A., & Letkova, N. (2020). The impact of managerial decision-making on organizational performance in manufacturing companies. *Journal of Competitiveness*, 12(2), 38 – 47
- Ingram, H. (2019). Linking teamwork with performance. *Journal of Team Performance Management*, 2(4), 5-10
- Ito, J., & Peterson, R. (2016). Effects of task difficulty and interunit interdependence on information processing systems. *Academy of Management Journal*, 1/29, 139-149

- Jarque, C. M., & Bera, A. K. (2013). A test for normality of observations and regression residuals. *International Statistical Review*, 3(1), 163-172.
- Jepkorir, T. (2014). *Perceived Relationship Between Employee Involvement And Employee Performance At East African Portland Cement Company Limited* (Doctoral dissertation, University Of Nairobi).
- Johnson, D. W., & Johnson, R. T. (2005). New developments in social interdependence theory
- Jules, R. M. (2014). *Involvement of employees in decision-making in public enterprises: a case study of Rwandan communication enterprises* (Doctoral dissertation).
- Kasaya, M. A., & Munjuri, M. G. (2018). Effect of Employee Involvement on Job Performance in the Medical Research Industry in Kenya. *International Journal of Economics, Commerce Management and Organization Review*, 6(5), 826-847.
- Kebede, A. (2019). *Effect Of Reward Systems On Employee Performance At Commercial Bank Of Ethiopia, Addis Ababa* (Doctoral dissertation, st. mary's University).
- Kennedy, S. A., & Keino, D. (2017). Effects of delegation of authority on organizational performance: A Case of Twiga Chemical Industries Ltd. *European Journal of Business and Strategic Management*, 2(1), 93-113.
- Kessler, I., Undy, R., & Heron, P. (2014). Employee perspectives on communication and consultation: findings from a cross-national survey. *The International Journal of Human Resource Management*, 15(3), 512-532.
- Kessler, I., Undy, R., & Heron, P. (2014). Employee perspectives on communication and consultation: findings from a cross-national survey. *The International Journal of Human Resource Management*, 15(3), 512-532.
- Khattak, M. A., Iqbal, N., & Khattak, S. R. (2013). Relationship between employees involvement and organization performance in milieu of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3(1), 219-230.
- Khattak, M.A., Iqbal. N. & Bashir, F. (2015). Employee Involvement and Involvement At Work: A Case Study Of OTCL After Privatization. *International Journal of Academic Research in Business and Social Sciences*, 2(6), 469-476.
- Kim, J., MacDuffie, J. P., & Pil, F. K. (2017). Employee voice and organizational performance: Team versus representative influence. *Human Relations*, 63(3), 371-394
- Kimolo, K. (2013). *The relationship between employee empowerment practices and employee performance in regional development authorities in Kenya* (Doctoral dissertation, University of Nairobi).

- Kombo, B. W., Obonyo, G. O., & Oloko, M. (2014). Effects of delegation on employee performance in savings and credit cooperative societies in Kisii County, Kenya. *The International Journal of Business & Management*, 2(7), 203 – 214
- Kortmann, S., Gelhard, C., Zimmermann, C., & Piller, F. (2014). Linking strategic flexibility and operational efficiency: The mediating role of ambidextrous operational capabilities. *Journal of Operations Management*, 32, 475 – 490
- Kumar, S. P., & Saha, S. (2017). Influence of trust and involvement in decision making on organizational performance in Indian public sector undertakings. *Sage Open*, 7(3), 4 – 11
- Kuria, L. K. (2017). *Influence of employee involvement on performance of Government Healthcare Institutions in Kenya* (Doctoral dissertation, JKUAT-COHRED).
- Kuria, L. K. (2017). *Influence of employee involvement on performance of Government Healthcare Institutions in Kenya* (Doctoral dissertation, JKUAT-COHRED).
- Kuria, L. K., Namusonge, G. S., & Iravo, M. (2016). Role of Employee Consultation on Organizational Performance of Government Health Care Institutions in Kenya. *International Journal of Scientific and Research Publications*, 6(7), 645 - 650
- Ojokuku, R. M., & Sajuyigbe, A. S. (2014). Effect of employee consultation in decision making on performance of selected small and medium scale enterprises in lagos, Nigeria. *European Journal of Business and Management*, 6(10), 93-97.
- Kuye, L. O., & Sulaimon, A. A. H. (2016). Employee consultation in decision making and firms performance in the manufacturing sector in Nigeria. *Serbian journal of management*, 6(1), 1 - 15.
- Kuye, O. L., & Sulaiman A. A. (2016). Employee involvement in decision making and firms performance in the manufacturing sector in Nigeria. *Serbian journal of management*, 6(1), 1- 15
- Lam, S. S., Chen, X. P., & Schaubroeck, J. (2012). Participative decision making and employee performance in different cultures: The moderating effects of allocentrism/idiocentrism and efficacy. *Academy of Management Journal*, 45(5), 905-914.
- Lam, S. S., Chen, X. P., & Schaubroeck, J. (2012). Participative decision making and employee performance in different cultures: The moderating effects of allocentrism/idiocentrism and efficacy. *Academy of Management Journal*, 45(5), 905-914.
- Markey, R., & Patmore, G. (2016). Employee involvement in health and safety in the Australian steel industry: Port Kembla, 1935-2006., 49(1), *British Journal of Industrial Relations* 144 -167

- Marta, I. A., Supartha, I., Dewi, I. G. A. M., & Wibawa, I. (2020). Job enrichment, empowerment, and organizational commitment: the mediating role of work motivation and job satisfaction. *The Journal of Asian Finance, Economics, and Business*, 8(1), 1031-1040
- McGregor, R. C & Vrazalic, L., (2015). A basic model of electronic commerce adoption barriers: a study of regional business in Sweden and Australia. *Journal of small business and enterprise development*. 12 (4) 510-527
- Moore, W., & Miljus, R. C. (2019). Integration of collective bargaining and formal worker involvement processes. *Employee Responsibilities and Rights Journal*, 2(3), 217-231.
- Morgan, D., & Zeffane, R. (2017). Employee involvement, organizational change and trust in management. *International journal of human resource management*, 14(1), 55-75.
- Morgan, D., & Zeffane, R. (2018). Employee involvement, organizational change and trust in management. *International journal of human resource management*, 14(1), 55 - 75.
- Morgan, D., & Zeffane, R. (2020). Employee involvement, organizational change and trust in management. *International journal of human resource management*, 14(1), 55-75.
- Mugenda, O. & Mugenda, A. (2003). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press
- Muindi, F. K. (2018). The Relationship between Involvement in Decision making and Job Satisfaction among Academic Staff in the School of Business University of Nairobi. *Journal of Human Resource Management Research*, 3(4), 23 - 31.
- Nee, A. Y. H., Zailani, S., & Surlenty, L. (2019). Effects of Employee Consultation on Performance of Logistics Sustainability in Malaysia. *Safety*, 103(3.69), 80-87.
- Niehoff, B. P., Moorman, R. H., Blakely, G., & Fuller, J. (2019). The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group & Organization Management*, 26(1), 93-113
- Odero, J. A., & Makori, M. E. (2018). Employee involvement and employee performance: The case of part time lecturers in public universities in Kenya. *International Journal of Management and Commerce Innovations*, 2, 1169-1178.
- Okechukwu A. & Hilda E. O. (2014). Perception Survey of Employees Involvement in Decision Making and Organizational Productivity in Julius Berger Nigeria PLC Bonny Island. *British Journal of Economics, Management & Trade*, 4(4) 620-637.
- Olabode, S. O., & Adesanya, A. R. (2017). Ergonomics awareness and employee performance: An exploratory study. *Economic and Environmental Studies*, 17(4 (44)), 813-829.

- Ontiri, M. S. (2018). *Employee involvement on employee performance: A Case of Nairobi City Water and Sewarage Company, Nairobi City County, Kenya* (Master's project, Kenyatta University)
- Orodho A. J. (2005). *Techniques of writing research projects and reports in Educational and Social Sciences*, (2nd Edition) Nairobi: Kaneja H.P Enterprises
- Otieno, B. B. A., Waiganjo, E. W., & Njeru, A. (2015). Effect of Employee Involvement on Organisation Performance in Kenya's Horticultural Sector. *International Journal of Business Administration*, 6(2), 77 – 86
- Parasuraman, B., Kelly, D., & Rathakrishnan, B. (2013). Employee participation in the private sector in Malaysia: The Applicability of Favourable Conjunctures Model. *Asean Marketing Journal*, 5(2), 56 – 69
- Rumbay, R. W. (2014). The Impact of Motivation and Employee Development on Employee Performance at Kpknl Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(4), 23 -34
- Sagie, A., & Aycan, Z., A. (2018). Cross-Cultural Analysis of Participative Decision-Making in Organizations. *Human Relations*, 5(1), 453 – 472
- Saleem, S., Shaheen, W. A., & Saleem, R. (2017). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: A correlation study from Pakistan Kuwait Chapter of Arabian Journal of Business and Management Review, 1(9), 145 - 165
- Saleem, S., Shaheen, W. A., & Saleem, R. (2018). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: a correlational study from Pakistan. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 1(9), 145 - 156.
- Sev, J. T. (2017). Effective delegation of authority as a strategy for task accomplishment and performance enhancement in business organizations-an empirical survey of flour mills of Nigeria plc, Lagos-Nigeria. *The Business & Management Review*, 8(4), 138 – 143
- Siami, S., & Gorji, M. (2017). Assessment of empowerment on employees performance. *Business and Management Review*, 1(8), 20 – 24
- Singh, K. (2016). Effects of human resource management practices on firm performance in India. *Indian Journal of Industrial Relations*, 36(1), 1–23.
- Širca, N. T., Babnik, K., & Breznik, K. (2013). Towards organizational performance. *Industrial Management & Data Systems*, 4(1), 5 – 16

- Sofijanova, E., & Zabijakin-Chatleska, V. (2013). Employee involvement and employee performance: Evidence from the manufacturing sector in Republic of Macedonia. *Trakia Journal of Sciences*, 11(1), 31 – 36
- Sofijanova, E., & Zabijakin-Chatleska, V. (2013). Employee involvement and organizational performance: Evidence from the manufacturing sector in Republic of Macedonia. *Trakia Journal of Sciences*, 11(1), 31 -36
- Thomas, O. O., Idowu, O. O., & Olarewaju, A. A. (2017). Delegation of authority and organizational performance: An empirical evidence from Ikeja division in Lagos state (Faculty of Management Sciences, Lagos State University)
- Tjosvold, D. (2008). The conflict-positive organization: It depends upon us. *Journal of Organizational Behavior*, 29(1), 19-28.
- Ugoani, J. (2020). Effective Delegation and Its Impact on Employee Performance. *International Journal of Economics and Business Administration*, 6(3), 78 – 87
- Ugoani, J. (2020). Effective Delegation and Its Impact on Employee Performance. *International Journal of Economics and Business Administration*, 6(3), 78-87.
- Ugoani, J. (2020). Effective delegation and its impact on organizational performance. *International Journal of Economics and Business Administration*, 6(3), 78-87.
- Ugoani, J. (2020). Effective Delegation and its impact on organizational performance. *International Journal of Economics and Business Administration*, 6(3), 78 - 87.
- Ugwu, K. E., Okoroji, L. I., & Chukwu, E. O. (2018). Participative decision making and organisational performance in the hospitality industry: A study of selected Hotels in Owerri Metropolis, Imo State. *Management Studies and Economic Systems (MSES)*, 4(1), 57-70.
- Ugwu, K. E., Okoroji, L. I., & Chukwu, E. O. (2018). Participative decision making and employee performance in the hospitality industry: A study of selected Hotels in Owerri Metropolis, Imo State. *Management Studies and Economic Systems (MSES)*, 4(1), 57-70.
- Umstot, D. D., Bell, C. H., & Mitchell, T. R. (2016). Effects of job enrichment and task goals on satisfaction and productivity: Implications for job design. *Journal of Applied Psychology*, 61(4), 379
- Vanishree, C. T., Asokk, D., & Gudda, A. (2020). The impact of employee involvement in decision making on an organizational performance. *European Journal of Molecular & Clinical Medicine*, 8(1), 1200-1212.

- Vijayashree, P., & Chandran, M. (2019). Influencing factors of employee involvement in decision making process on employee performance. *IJRAR- International Journal of Research and Analytical Reviews*, 2(1), 12 – 19
- Vinton, D. (2017). Delegation for employee development. *Training & Development Journal*, 4(2), 45 – 56
- Wachira, J. M. (2013). *Relationship between employee engagement and commitment in Barclays bank of Kenya* (Doctoral dissertation, University of Nairobi).
- Wainaina, L., Iravo, M., & Waititu, A. (2014). Effect of employee involvement in decision making on the organizational commitment amongst academic staff in the private and public universities in Kenya. *International Journal of Advanced Research in Management and Social Sciences*, 3(12), 131-142.
- Wilkinson, A., Dundon, T., & Grugulis, I. (2017). Information but not consultation: exploring employee involvement in SMEs. *The International Journal of Human Resource Management*, 18(7), 1279-1297.
- Wilkinson, A., Dundon, T., & Grugulis, I. (2017). Information but not consultation: exploring employee involvement in SMEs. *The International Journal of Human Resource Management*, 18(7), 1279-1297.
- Wilkinson, A., Dundon, T., & Grugulis, I. (2017). Information but not consultation: exploring employee involvement in SMEs. *The International Journal of Human Resource Management*, 18(7), 1279-1297.
- Xiong Chen, Z., & Aryee, S. (2017). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1), 226-238.
- Xiong Chen, Z., & Aryee, S. (2017). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1), 226-238.
- Xiong, C. Z., & Aryee, S. (2017). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1), 226-238.
- Yu, P., Zhang, Z., & Du, J. (2016). A test of linearity in partial functional linear regression. *Metrika*, 79(8), 953-969.
- Yukl, G. (2012). *Leadership in Organizations*, Prentice Hall, Englewood Cliffs, NJ.

Zohoori, G. (2016). A study on the effects of participative decision-making on the job satisfaction of the employees in Khuzestan Agricultural Bank. *Knowledge Management Journal*, 21(3), 117-123

Zubair, A., Bashir, M., Abrar, M., Baig, S. A., & Hassan, S. Y. (2015). Employee's involvement in decision making and manager's encouragement of creativity: The mediating role of climate for creativity and change. *Journal of Service Science and Management*, 8(03), 306 – 312

APPENDICES

Appendix I: Cover Letter

Dear Respondent

I am a Master's student at KCA University. I am currently doing research on: effects of employee involvement on employee performance in commercial banks in Nairobi County, Kenya.

You have been identified as a critical player in this field and your participation in this study will be significant. The goal of this study is to ask you to assist me in gathering data by completing the attached questionnaire. As a result, please respond to these questions as honestly and precisely as possible.

Kind Regards

Edna Apasi

Appendix II: Questionnaire

The goal of this questionnaire is to gather information about the effects of employee involvement on employee performance in commercial banks in Nairobi County, Kenya. Please check the box next to your response.

Section A: Background Information

1. Indicate your Gender: Male Female

2. What is your highest academic qualification?
 Diploma Post Graduate Diploma
 Bachelor's Degree Master's Degree

3. State your work experience:
 Less than 5 years 5-9 years
 10- 15 years above 15 Years

Section B: Employee Involvement

To what extent do you concur with the following statements concerning how employee delegation, employee consultation, employee collective decision making and collective bargaining influence employee performance in commercial banks in Nairobi County, Kenya?

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree.

Employee delegation	1	2	3	4	5
Employees' capabilities will be developed and new skills will be taught by involving them in specific tasks.					
When delegating tasks to employees a culture of trust is established					
By delegating tasks to employees a better use of everybody's time is achieved					
Delegation increases flexibility of employees and everybody will improve their skills which is great for the company.					
Delegation stimulates creativity and develops employee skills					

Employee consultation	1	2	3	4	5
Including workers in dynamic is a certain way of causing them to feel significant and foster person					
The organization learns the qualities and shortcomings of its representatives, just as their necessities					
Working in groups to find a solution will help improve relationships.					
At the point when representatives have something to do with the choice, they will feel more capable.					
Consultation allows an organization to access its resources.					
Employee collective decision making	1	2	3	4	5
Remembering representatives for dynamic is a certain way of causing them to feel significant and support resolve.					
The organization finds out with regards to its workers' qualities and shortcomings, just as their necessities.					
Working in groups to find a solution will help to improve relationships.					
At the point when representatives have something to do with a choice, they will feel more mindful.					
Consultation allows the organization to tap into its own resources.					
Employees gain an expert and individual stake in the association and its general achievement when they take an interest in dynamic.					
Job enrichment	1	2	3	4	5
Job enrichment aids in the reduction of employee turnover and absenteeism.					
Employees are intrinsically motivated by job enrichment because it provides opportunities for advancement and self-realization.					
Employees are more creative when they work in an enriching environment that includes complex and challenging jobs.					
Job enrichment alleviates boredom and makes work more satisfying and fulfilling for employees.					
The workload of the managers is reduced as jobs to the management are shared with middle and lower lever employees.					

Appendix II: Data Collection Letter



Thika Road, Ruaraka
P.O. Box 56808-00200 Nairobi Kenya
Pilot Line: +254 20 8070408/9

Tel: +254 20 3537842
Fax: +254 20 8561077
Mobile: +254 734 888022, 710 888022
Email: kca@kca.ac.ke
Website: www.kca.ac.ke

SCHOOL OF GRADUATE STUDIES AND RESEARCH

KCA/SGS/Sept. 21/1

8th September 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: EDNA APASI WABOMBA REG NO: 16/01548

It is my distinct pleasure to introduce to you Ms. Edna Apasi who is a student in our institution pursuing a Master of Business Administration at the College of Business.

Edna is conducting a research on a topic titled: *“The Effect of Employee Involvement On Performance In Commercial Banks In Nairobi County, Kenya,”* which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

Dr. Nyaribo Misuko

Dean, School of Graduate Studies & Research