AN ASSESSMENT OF FACTORS AFFECTING INDUSTRIAL RELATIONS ON ORGANIZATIONAL PERFORMANCE; CASE STUDY OF KENYA POWER – KISII BRANCH.

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A Research Project Submitted in Partial Fulfillment of the Requirements for the Award of Diploma in Procurement and Logistics Management in the School of Business and Economic Studies.

Kisii University.

November, 2017
DECLARATION AND RECOMMENDATION

DECLARATION

I declare that this is my original work and has not been presented for a degree in any other
university or institution of learning for examination.

VIVIAN BOSIBORI MARUMBO
AS24073/16

-----------------------------------------------
Signature                                      Date

RECOMMENDATION

This research project has been submitted for examination with my approval as the university
supervisor.

-----------------------------------------------
Signature                                      Date
Mr. Eliud Onyiego

Assistant Lecturer, School of Business and Economics. Kisii University
DEDICATION

I would like to dedicate this research project to my family members who have been a great motivator and inspiration throughout this course.
ACKNOWLEDGEMENT

I sincerely thank my family members who enabled me to carry out this research through financial support they gave me. I salute my supervisor, Mr. Eliud Onyiego who guided me and corrected me through the project. It goes without saying that without his unending support, the study would not have been a success.
ABSTRACT

The general objective of the study assessed the factors affecting industrial relations on organizational performance with reference of Kenya Power Company – Kisii Branch and the specific objectives of the study included: - To establish the extent to which economic satisfaction affects industrial relations at Kenya power, Kisii Branch, To find out the extent to which dispute handling procedures affects industrial relations at Kenya Power, Kisii Branch, To determine the extent to which public policy and legislation affects industrial relations at Kenya Power, Kisii Branch. The study adopted a case study research design. The study was carried out at Kenya Power with a target population of 400 employees. The researcher used stratified random sampling techniques to select the respondents making a sample size of 80 employees. The researcher used questionnaire to collect the data. The questionnaires were edited for completeness and consistency before the data was processed. The objective of the study was to establish the factors that affect industrial relations. The study found out that the major factor affecting industrial relations was economic satisfaction of the workers. Other factors included negotiation skills of the management, attitude of both management and workers, social and psychological satisfaction and public policy and legislation. The study also found out that the respondents were satisfied with most of the industrial relations processes apart from the dispute handling procedure, the role of government in enhancing industrial relations issues and training of industrial relations issues. From the findings and conclusion of this study the following recommendations are very crucial; first the management should look at the issue of training, they should carry out an evaluation of the training policy to assess its relevance, efficiency, and value additions towards improving industrial relations. Secondly the training and development should be conducted frequently to enhance industrial relations. Thirdly, the medical cover should be reviewed in accordance with the changes in the economy. Also the management should come up with other means of communication and employee participation such as team talk and use of suggestion box. The government should also fasten the dispute handling procedure. More women should also be elected as both management and union representatives to enhance gender balance.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>FKE</td>
<td>Federation of Kenya Employers</td>
</tr>
<tr>
<td>KP</td>
<td>Kenya Power</td>
</tr>
</tbody>
</table>
CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

In today’s business world competition is the name of the game. Quality and productivity are the critical improved areas where companies can improve their competitive edge. To attain this, however, they must first work out a cooperative and harmonious relationship between partners in production – workers and managers.

The term of the working relationship must be defined and settled by collective bargaining with each other. Healthy companies with motivated and cooperative work forces survive and have a chance to overcome competition. Unhealthy firms with internal, debilitating conflicts between labour and management can lag behind a fall by the wayside (Aswathappa, 2005).

In the industrial field, people are concerned with one another as employers and employees, supervisors, workers, managers’ etc. If the workers are to work whole heartedly, they must be satisfied. Good industrial relation is necessary to ensure industrial peace to avoid strike, lock-out and to increase production. For this, it is necessary that workers are treated as human beings and not as machines. They have their thoughts, feelings and emotions which must be properly understood to help the management to deal with the problems of workers more effectively. It is in the interest of both the workers and management that good industrial relations are maintained. Society as a whole is also benefited. Good human relation in industry creates an atmosphere in which positive attitude and motivations develop. Such good relation must exist among management and group of workers on one hand and management and ‘individual’ workers on the other (Verma, 1999).

Industrial relations is the study of the relationship between an organization and its employees. The relationship covers a whole range of collective and individual interactions and communication between employers and employees. He further explained industrial relations as a process by which employees and employers adjust to the needs and wants of each other. Generally, industrial relations are important to organizations because they provide for industrial democracy by giving workers an opportunity to express themselves. Procedures also enable management of the organizations to identify trouble spots and problems within the
organization and hence they provide for workers protest and an avenue for negotiation (Maund, 1997).

Essentially industrial relation is concerned with the relationship between management and workers and the role of regulatory mechanism in resolving any industrial dispute. A formal description is concerned with the systems, rules and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed and their employers and to regulate the ways in which employers treat employees. Specifically industrial relations cover the following areas; collective bargaining, role of management, union and Government, machinery for resolution of industrial disputes, individual grievance and disciplinary policy and practice, labour legislation and industrial relations training (Aswathappa, 2005).

According to Graham & Bennett (1995) industrial relations refers to all rules, practices and conventions governing interactions between management and their workforces, normally involving collective employee representation and bargaining.

The rules of Industrial Relations procedures for settling wages and conditions of work, resolving disputes and dealing with conflicts, and for implementing a wide range of grievance and disciplinary processes. According to Verma (1999) industrial relation is that aspect of the management, which deals with the man power of the industry. The manpower includes all the workers, operators and managers. He continues to say cordial and peaceful relations are highly essential for increasing production and economic growth of the industry. Poor labour relations in the industry are responsible for troubles like strikes, protest, agitations, frustrations and labour turnover. The nature of the relationship that exists between an employer and employees in an organization is referred to as labour relations or industrial relations (Nzuve, 1997). A labour relation covers three areas; relations between managers and individual employees, the collective relations between employers and labour unions, trade unions and the role of government in the regulation of the two above (Nzuve, 1997).

Social and psychological urges of workers affect industrial relations. It was felt long back that man does not exist by bread alone. It is necessary to develop a supportive climate around social and psychological rewards to employees. Workers are interested in participating in
managerial decisions, suggesting some fruitful changes in organizations, helping in redressal of grievances, job enrichment and two way communications. Workers derive satisfaction from these schemes. For maintaining sound industrial relations it is necessary for management to identify the social and psychological needs of workers and try to fulfil these needs (Saleeemi, 1997).

Existence of an enlightened and strong trade union goes a long way in maintaining smooth industrial relations. Trade unions members persuade workers to increase the productivity and force management to pay higher wages as a reward to increased productivity. Through collective bargaining a trade union can prevent strikes and lockouts. Industrial relations would be good only when both the management and trade unions have equally powerful negotiating skills. Generally speaking, well trained and experienced negotiators, who act as a bridge between management and trade unions, would be helpful in creating a bargaining atmosphere conducive to just and equitable agreement between management and trade unions. In a sharp contrast, an inexperienced and ill trained negotiator would spoil the relations between labour and management because he would not understand that collective bargaining is a difficult human activity affecting the emotions of employees and management.

Collective bargaining is not a trick or gimmick. It must be carefully exercised by competent people and top notch executives. Both labour and management should have empathy and they should live in others shoes. Both should acknowledge the existing legal obligations and should avoid a tendency to make a mountain of a mole hill. Then only sound industrial relations prevail in the enterprise (Saleeemi, 1997).

Industrial relations are a function of employer, employee and government policy and regulation. Government actively intervenes in management-union relationships by enacting labour laws and emphasizing the corporate social responsibility. By so intervening, the state is helping the corporations to check their capricious managerial actions on the one hand and helps the company in solving problems about labour force before they become emergencies. Labour laws enacted by the state would also provide a formalized mean to the labour as well as employers to release their emotional dissatisfaction convening wages and incentives as well as working conditions. Indiscriminately, all organizations should follow labour laws. When workers are reasonably educated, it becomes very easy for the management to convince them
about the corporate goals and motivate the workers towards these goals. Unfortunately, in Kenya workers are illiterate in general (rank & file workers) and perhaps that is the reason why labour unrest is high and industrial relations poor.

Uneducated employees fall prey to the outside trade union leaders who have their own axe to grind, and trouble the organizations in which they are working. Better worker education results in sound industrial relations (Saleeemi, 1997).

1.2 Statement of the problem

Over the last decade, human relations concerns have not remained static, new challenges have emerged, increasing the importance of understanding human relations at work. Four major issues now in the forefront are managing knowledge workers, managing diversity, addressing ethics and social responsibility concerns and adapting to international and cultural changes (Hodgetts & Hegar, 2005). In the fast changing social environment and industrial set up it is necessary that industrial relations are properly understood and given their proper place to ensure peace and harmony in the industry and to enhance industrial productivity for the good health of the country (Verma, 1999).

Most of the employees are union represented at KP, thus any industrial action will have adverse effect to the company as well as the entire country, since it is a monopoly organization. The management and union representatives must strive towards maintaining industrial peace if they are to achieve the organization objective of providing high quality customer service by efficiently transmitting and distributing high quality electricity. Sound industrial relation is important to ensure industrial peace, increase production, create an atmosphere in which positive attitude and motivation develop. Sound industrial relations thus enhance employees’ productivity and commitment. For the last three years there has not been any industrial action at KP, this can be attributed to certain conditions or factors and this study will investigate the factors that affect industrial relations at KP.

Studies done in the area of industrial relations include the following: A survey done by Njihia (2002) on women participation in trade unions in Kenya found out that 69.41% of women members rated the presentation of issues affecting women by the trade union as very poor; Moraa (2006) who studied the strategies used by trade unions in negotiating with the
employers in Kenya found out that negotiations between Management and the Unions fail because the shop stewards who represent the employees are not fully equipped to do so; Machyo (2003) looked at analysis of women’s participation in Trade Union leadership and found out that women in Kenya trade unions are not involved in policy making which has resulted to disparities in the content and style of collective bargaining. A survey done by Kibet (2009) on promoting industrial peace and management within labour unions through training and development of the trade union officials (an assessment of Kenya Power and Lighting Company Limited found out that the level of training and development of trade union officials was still very low; Atandi (2003) looked at involvement of trade unions in the application of performance management programme and found out that Union is not fully committed to this implementation. other studies include; Waweru (1975) studied the development of personnel and industrial relations in Kenya, Kiranga (1975) looked at employee relations in particular firms in Kenya, Byaruhanga (1981) analyzed trade unions organization through a study of National of trade unions, K’obonyo (1981) looked at trade unionism in Kenya: a study of the Railway African Union (Kenya), Barasa (1982) studied the need and the scope for accounting information disclosure in collective bargaining in Kenya.

However, a review of literature showed that no study had been done on factors affecting industrial relations at Kenya Power Company Limited. It will thus important to investigate factors affecting industrial relations and therefore this study attempted to fill this gap.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to assess the factors affecting industrial relations on organizational performance with reference of Kenya Power Company – Kisii Branch.

1.3.2 Specific Objectives

Specific objectives of the study included:-

i. To establish the extent to which economic satisfaction affect industrial relations at Kenya power, Kisii Branch.
ii. To find out the extent to which dispute handling procedures affect industrial relations at Kenya Power, Kisii Branch.

iii. To determine the extent to which public policy and legislation affect industrial relations at Kenya Power, Kisii Branch.

1.4 Research Questions

The study was guided by the following research questions:-

i. To what extent does economic satisfaction affect industrial relations at Kenya Power, Kisii Branch?

ii. To what extent does dispute handling procedures affect industrial relations at Kenya Power, Kisii Branch?

iii. To what extent does public policy and legislation affect industrial relations at Kenya Power, Kisii Branch?

1.5 Significance of the study

The study explored the factors affecting industrial relations at KP. This study will be of importance to the Management of Kenya Power Limited as it provided information on how they can enhance good industrial relations by dealing with the factors that affect industrial relations. Sound industrial relations would result to improvement in performance and productivity of employees.

It will also benefit Management and Union of other organizations as it provided insight on some of the factors that affect industrial relations in organizations. This would then help the organizations to maintain industrial peace which is important for them to accomplish corporate objectives. Scholars also found it important as it increased the body of knowledge in the area of industrial relations and also identified gaps for further studies.

1.6 Scope of the study

This particular study was conducted in the month of June and July, 2017 at the Kenya power-Kisii Branch. The study focused on factors affecting industrial relations on organizational performance.
1.7 Assumptions and Limitations of the Study

The findings of the study can only be duplicated in other parts of the country with caution and cannot be generalized. The respondents may be suspicious about the investigation and may end up revealing wrong information however, the researcher will overcome this by explaining to the respondents the aim of the research as only for studying before filling the questionnaire.

1.8 Operational Definition of Terms

Dispute Handling Procedures: - Refers to a number of processes that can be used to resolve a conflict.

Economic Satisfaction: - Refers to the aggregate sum of benefits that an individual gains from consuming given amount of goods or services in an economy.

Industrial Relations: - Refers to relationship between the employers and employees in industry.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the review of the related literature in line with the study variables.

2.1 Industrial Relations

A major problem in any organization is to provide conditions for good labour relations. In some cases, managers may be led to wonder whether they should give in to a strike and whether they really need a union. Every organization should strive to induce good labour relations and ensure industrial peace by avoiding labour unrest such as strikes, work stoppages, boycotts and lockouts (Nzuve, 1997). Industrial relationship is governed by a complex mix of individual and collective agreements, implicit and explicit understandings, rights and obligations enshrined in legal statues and that other influences such as culture and the balance of power apply to it too. The term industrial relations mean the collective relationship between employees and management in an organization. The term industrial relations is referred to by Armstrong (1997) as a system or web of rules regulating employment and the way in which people behave at work. Industrial relations is concerned with development, negotiations, applications of formal systems which include rules, procedures that govern collective bargaining, handling of disputes or grievances, disciplinary procedures and health and safety regulations among others.

Harrison (2001) views industrial relations as an interaction between employers and the workforce in which collective behaviour is channelled through the working of trade unions. Therefore, industrial relation requires employers and trade unions to work collectively with each other through collective bargaining procedural, norms, consultation and consideration. Industrial relations system in Kenya are governed and regulated by the trade disputes Act Cap 234 laws of Kenya. The act set out policies on industrial relations system and specifically covers issues related to trade unions, employees and employers respectively. Essentially industrial relation is concerned with the relationship between management and workers and the role of regulatory mechanism in resolving any industrial dispute. A formal description is concerned with the systems, rules and procedures used by unions and employers to determine
the reward for effort and other conditions of employment, to protect the interests of the employed and their employers and to regulate the ways in which employers treat employees. Specifically industrial relations cover the following areas; collective bargaining, role of management, union and Government, machinery for resolution of industrial disputes, individual grievance and disciplinary policy and practice, labour legislation and industrial relations training (Aswathappa, 2005).

The scope of industrial relations is quite wide. The main issues involved in industrial relations include; grievances and their redressal, workers participation in management, ethical code and discipline, collective bargaining and machinery for the settlement of industrial disputes. According to Torrington (1998) a grievance is a work related complain, discontents or dissatisfaction expressed openly by an individual employee or a group of workers. It arises from anything that a worker thinks, believes, feels or imagines being unfair. Grievances can emanate from poor relationship between workers and the management when workers feel they are not treated fairly. It can on the other hand be caused by problems associated with human nature and the personal characteristics of the workers and supervisors. Generally, workers grievances are based on alleged violation of existing rights or unfair treatment of workers by management. A well established and properly administered system for the timely and satisfactory redressal of employees’ grievances is helpful in improving industrial relations. It provides an outlet for tensions and frustrations of workers (Gupta, 1996).

A code of discipline if properly adhered to and obeyed by both parties will help to avoid unilateral and violent actions on either side and thus improve industrial relations (Gupta, 1996). Discipline is the regulation of human activity to produce controlled performance. It is the action taken by managers to enforce the organizational expected standards and rules. According to Stewart (2002) the main purpose of disciplinary procedures is to encourage employees whose standards of work is unsatisfactory to improve. Therefore, disciplinary procedures are all about correcting behaviour.

Collective bargaining is a joint regulation of activities between employers and trade unions. It is therefore concerned with rules that are jointly made together and administered together. Chamberian (1997) defined collective bargaining as a process of contracting for the sale of labour that is it fixes terms and conditions of work. Generally, collective bargaining is a
process of negotiation about working conditions and terms of employment between employer and employee organization. It is a discussion forum related to labour problems that directly or indirectly affects industrial relations. Disputes handling mechanisms are provided by the Trade Dispute Act Cap 234 laws of Kenya. According to Trade Dispute Act Section 4, a dispute can be reported to the Minister of Labour on behalf of or by any party within the dispute e.g. unions and employers. The dispute must be in written form, signed by the General Secretary and sufficient copies given to the parties involved in the dispute (Wayne, 2000). The procedures of handling trade disputes are provided for in the laws of Kenya and hence the machinery must be adhered to by the parties concerned. Where workers are on go slow or strike this is a sign of labour unrest/poor labour relations. Disputes affect industrial relations in the workplace.

2.2 Structure of Industrial Relations in Kenya

Several parties are involved in the industrial relations system. The main parties are employers and their associations, employees and their unions and the Government. Federation of Kenya Employers (FKE) is the only recognized representative of employers by the Kenya Government. Its principal objectives are to promote good industrial relations between employers and trade unions, to encourage fair labour practices amongst employers, to provide a forum for consultation between and amongst members; to collect, collate and circulate information and statistics and advise members on their rights and obligations on employment matters; to initiate, promote and support legislative measures which are likely to benefit employers’ and to present, advocate and defend the interests of employers (Armstrong, 1997).

A trade union is an association created mainly for the purpose of protecting and advancing the member’s economic interests in connection with their daily work (Cole, 1995). It is also a continuous association of the owners for the purpose of maintaining and improving the conditions of their work lives (Webb, 1980). The essential characteristics of trade unions are that they are voluntary association of workers and (employees): permanent in nature and not temporary or casual; formed for collective action by the workers to strengthen their bargaining power vis-a-vis their employers; and they changes with changes in socio-economic, legal and political environment if they are to serve purpose to protect and promote the common interest.
of their members. Trade unions are instruments of industrial democracy, cooperation, the political system and socialism. They are rooted in the economic, social and political interests of the workers. They are considered to be institutions experimenting industrial democracy for the benefit of the working class. The element of cooperation among workers with employers, government and other competing groups, is designed to eliminate exploitation of the workers. Through workers participation in industry, trade unions may help in the promotion of socialism (Mutua, 1998).

The Central and State Government evolve, influence and regulate relations through laws, rules, agreement, awards of courts, executive and financial machinery. The Government has played on increasing role in industrial relations in part by becoming the biggest employer and partly by regulating working conditions in the private sector. The industrial court was established under the Trade Dispute Act. Cap 234 of the laws of Kenya and its main objective is the settlement of trade disputes which have not been settled between the employer and the employees. The industrial court is empowered to make awards to the aggrieved party or parties. The award is final and there is no provision for appeal and the decisions are binding. When making decisions the court take into consideration the national economic conditions, the financial position of the employer(s) and the existing Collective Bargaining Agreement (CBA) (Armstrong, 1997)

2.3 Factors Affecting Industrial Relations

According to Armstrong (1997) improvements to the industrial relations climate can be attained by developing fair employee relations policies and procedures and implementing them consistently; line managers and team leaders who are largely responsible for the day-to-day conduct of employees relations need to be educated and trained on the approaches they should adopt; transparency should be achieved by communicating policies to employees and commitment increased by involvement and participation processes; problems which need to be resolved can be identified by simply talking to employees, their representatives and their trade union officials (Armstrong, 1997).

Managers have been adopting reactive strategies towards industrial relations. In the changed scenario however, there is a need for proactive strategy. A proactive strategy involves
decisions on communication of company philosophy, developing relationships with employees and unions, developing competence of managers and supervisors and ways of dealing with conflict as and when it occurs. (Aswathappa, 2005). Some of the salient factors affecting effective industrial relations include economic satisfaction of the workers, social and psychological satisfaction, strong labour relations, negotiating skills and attitude of management and workers, public policy and legislation, education background of the workers as well as leadership (Saleemi, 1997)

2.3 Empirical Literature

2.3.1 Economic Satisfaction of the Workers

According to Saleemi (1997) to maintain sound industrial relations, it is necessary to satisfy the primary needs of the workers namely; food, clothing and shelter. Verma (1999) says that to maintain good human relations at workplace the management must ensure that the workers wages and salaries are up the market rate, fair and just, to give reasonable living of the employees. The financial incentives that are associated with the job is one primary ingredient in the process of give and take, and compromise between employers and employees. Such incentives cover primary wages and salaries, various fringe benefits that enter the picture such as overtime pay, bonuses, insurance plans, stock-ownership plans and pension plans (Nzuve, Singh 1992).

An employee reward system consists of organization’s integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their market worth. It is developed within the framework of the organization’s reward philosophy, strategies and policies and contains arrangements in form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay and other forms of reward (Armstrong, 1997). According to Armstrong 1997, the organization’s pay practices should be internally equitable and externally competitive.
2.3.2 Public Policy and Legislation

Industrial relations system in any country is largely determined by the ideology of its government, which is also the legislator. This means that the industrial relation system reflects the socio-economic and political ideological characteristics of the party in power. The central and state government evolve, influence and regulate industrial relations through laws, rules, agreements, awards of courts, executive and financial machinery. The Government has played an increasing role in industrial relations in part by becoming the biggest employer and partly by regulating working conditions in the private sector. The Government of Kenya has enacted procedural as well as substantive laws to regulate industrial relations in the country (Saleemi, 1997).

2.3.3 Disputes Handling Procedures

Industrial disputes may often be due to the inadequate government machinery regarding the settlement of disputes. For instance government machinery, has settled an insignificant number of disputes because both the employers and employees are litigation minded and secondly the personnel dealing with the cases may be hopelessly inadequate, further the officers who are entrusted with the job of conciliation may not be adequately trained to settle disputes and problems. Trade unions affiliated to major political party and each party tries to engineer strike to demonstrate its political strength thus making trade unions a sacrificial goat. Quite obviously, the political party which is in power has a tendency to favour union organization which is affiliated to it. The result would be inevitably be labour conflicts and disputes (Aswathappa, 2005).

2.4 Knowledge Gap

From the above literature review it’s clear that much has been done related to this topic but none of them decided to establish the effects of industrial relations on organizational performance. It has been noted that industrial relations facilitates good relationships between the employer and the employees even the organization with its rivals in the industry. Therefore, its through industrial relations that we have favourable environment that we have organizations with capable employees performing their tasks under minimal strikes and other interruptions. Its through this information that the researcher is interested to research on it.
2.4 Conceptual framework

**Independent variables**

<table>
<thead>
<tr>
<th>Economic satisfaction</th>
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<tbody>
<tr>
<td>Employee Income</td>
</tr>
<tr>
<td>Economic Status</td>
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<table>
<thead>
<tr>
<th>Dispute handling procedures</th>
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<tbody>
<tr>
<td>Mediation</td>
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<tr>
<td>Arbitration</td>
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<table>
<thead>
<tr>
<th>Public policy and regulations</th>
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<tr>
<td>Organizational Policies</td>
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<tr>
<td>Government Polices</td>
</tr>
</tbody>
</table>

**Dependent variables**

**Industrial relations**
- Conducive working environment
- Consistent and continues workflow

**Intervening Variables**
- Proactive Conflict Handling Measures
- Communication Channel
- Compliance to International Industrials relations Standards

**Figure 2.1: Conceptual Framework**

**Source:** (Researcher, 2017)

**Explanation of the Variables**

The general objective of this study is to assess factors affecting industrial relations on organizational performance. The dependent variable is industrial relation represented by conducive working environment and consistent and continues workflow. The independent economic satisfaction, dispute handling procedures and public policy and regulations. Therefore all top management of various organizations should put into consideration all of the above variables in their strategies so that to provide soundful industrial relations with minimal resistance from other stakeholders.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Research Design
The study design adopted a case study. Case study is an indepth investigation of a single, individual, group or event. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. This design was appropriate for this particular study because the population of the study was small.

3.2 Study area
This particular study was based at Kenya Power Company which is located about 3km from central business district of kisii Town.

3.3 Target population
A target is a complete set of individual cases or objects with some common characteristics to which the researcher want to generalize the results of the study. (Mugenda O.M and Mugenda, 1999). The study was carried out at Kenya Power with a target population of 400 employees.

3.4 Sample size and sampling procedures
According to Kothari (1997), Sampling is a process by with a relatively small number of individuals object or events is selected and analyzed in order to find out something about the entire population from which it is selected. A sample is a small portion of target population selected using some systematic form. The researcher used stratified random sampling techniques to select the respondents making a sample size of 80 employees.
Table 3.1 Distribution of the Sample size

<table>
<thead>
<tr>
<th>Sections</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRODUCTION</td>
<td>13</td>
</tr>
<tr>
<td>FINANCE</td>
<td>12</td>
</tr>
<tr>
<td>PROCUREMENT</td>
<td>23</td>
</tr>
<tr>
<td>SALES</td>
<td>8</td>
</tr>
<tr>
<td>SUPPLY CHAIN</td>
<td>19</td>
</tr>
<tr>
<td>I.T</td>
<td>10</td>
</tr>
<tr>
<td>BOARD OF GOVERNORS</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data (2017)*

3.5 Instrumentation

The researcher used questionnaire to collect the data. The Questionnaires are commonly used to obtain important information about the population. Each item in the Question was developed to address the specific objective, research question of the nature of information required and that if may leave out important information which is required in the study. The respondent was given an opportunity to think more about the requirement in the questionnaires.

Structured or close ended questions will be in the questionnaires with the list of all possible alternatives from which the respondent selected the answer that best describes the situation. They were easy to analyse since they gave an immediate form and economical to use in terms of time and finance. Unstructured or open-ended questionnaires are the questions, which gives the respondent complete response. The free response permitted an individual to respond using his or her own words. They also permit a greater depth of response, simpler to formulate because the researcher did not have a labor to come up with appropriate response categories (Kombo, 1997).

3.5.1 Validity of Research instruments

Validity refers to the research measures what identifies as the extent to which the measurement of a test remains consistence over repeated test of the same subjects under identical conditions (Sekran, 2000). A pilot study was done to identify element of study population and unit analysis. During the study, the draft questions were pretested to remove ambiguity and achieve high degree of precision.
3.5.2 Reliability of the Research Instrument

Questionnaires were pre-tested with 5 respondents to confirm reliability of the research instruments, but these respondents were not included in the final study.

3.6 Data Analysis and presentation

The questionnaires were edited for completeness and consistency before the data was processed. Analysis was done using descriptive statistics such as percentages and frequencies to determine the distribution of the respondents’ response to the factors affecting industrial relations. The findings were presented using distribution tables and graphs.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.2 Presentation of the findings.

4.2.1 Response Rate

The researcher was interested to establish the response rate of the respondents and the findings are as presented.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected responses</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Received responses</td>
<td>72</td>
<td>90</td>
</tr>
<tr>
<td>Unreturned responses</td>
<td>8</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The study established that out of 80 respondents who were issued with questionnaires 72 questionnaire were successfully filled and returned them for analysis thus giving the study 90% response rate.

4.2.2 Gender of the respondent

The researcher sought to find out the gender distribution of respondents who participated in the study and the findings were as shown in the figure 4.1 below

Source: Field Data (2017)

Figure 4.1: Gender of the Respondents

The gender distribution of respondents who participated in the study showed that 54% comprised of males and 46% were female. This implied that the higher percentage of employees in the organization were male.
4.2.3 Age bracket of the respondent

The researcher sought to establish the age bracket of the respondents who participated in the study and the findings were as shown in the table 4.2 below

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>31-40 years</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>41-50 years</td>
<td>27</td>
<td>37</td>
</tr>
<tr>
<td>51 years and above</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data (2017)*

The findings revealed that 14% of the respondents were aged 20-30 years, 31% were in the age bracket of 31-40 years, 37% were aged 41 – 50 years, while 17% were aged 51 years and above. This implied that majority of the respondents were aged between 31-40 years.

4.2.4 Marital status of the respondent.

The researcher sought to find out the respondents’ marital status of the respondent as shown.

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>48</td>
<td>66</td>
</tr>
<tr>
<td>Single</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>Widows</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Widowers</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data (2017)*

The study established that 66% of the respondents were married, 20% of the respondents were single, 14% of the respondents were widows and 3% were widowers. This indicates that majority of the respondents were married.

4.2.5 Educational level of the respondent.

The researcher sought to find out the highest educational level attained by respondents who participated in the study and the findings are shown in the table 4 below.
Table 1.4: Educational level of the Respondents

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Diplomas</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>Bachelors</td>
<td>33</td>
<td>46</td>
</tr>
<tr>
<td>Masters</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data (2017)*

When the researcher sought to find out the highest education level attained by respondents, it was established that 9% had certificates, 31% were diploma holders, 46% were degree holders while 14% holders of masters. This shows that majority of the respondents were well educated.

4.2.6 Working experience of the respondent.

The researcher also requested the respondents to indicate the years they have worked in their respective department.

Table 4.5: Working experience of the respondent

<table>
<thead>
<tr>
<th>Working experience in years</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>1-3 years</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>3-8 years</td>
<td>29</td>
<td>40</td>
</tr>
<tr>
<td>Above 8 years</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data (2017)*

The table above clearly indicates that majority 40% of the respondents each have worked with their respective department for a period between 3-8 years, 29% of the respondents had worked between 3-8 years, whereas 14% of the respondents have worked for their departments for a period of less than 2 years and 17% of the respondents had worked for 8 years and above respectively.
4.2.7: Effect of Economic Satisfaction factors on organizational performance

The researcher sought to establish the effect of economic satisfaction factors on organizational performance and the findings are as tabulated below:

Table 4.6: Effect of Economic Satisfaction factors on organizational performance

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SD</th>
<th>( \Sigma f_i )</th>
<th>( \Sigma f_i W_i )</th>
<th>( \frac{\Sigma f_i W_i}{\Sigma f_i} )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of employment</td>
<td>70</td>
<td>80</td>
<td>54</td>
<td>34</td>
<td>4</td>
<td>72</td>
<td>142</td>
<td>2.0</td>
</tr>
<tr>
<td>Employee income</td>
<td>75</td>
<td>100</td>
<td>60</td>
<td>20</td>
<td>2</td>
<td>72</td>
<td>277</td>
<td>3.6</td>
</tr>
<tr>
<td>Fair remuneration</td>
<td>100</td>
<td>120</td>
<td>45</td>
<td>10</td>
<td>2</td>
<td>72</td>
<td>277</td>
<td>4.2</td>
</tr>
<tr>
<td>Weighted Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: Field Data (2017)

The study established that Economic Satisfaction had an effect on organizational performance with an aggregate mean of 3.3. Respondents indicated that Creation of employment affected industrial relations with a lowest mean of 2.0. Respondents indicated Employee income affected organizational performance with a mean of 3.6, and Fair remuneration affected organizational performance with an highest mean of 4.2

4.2.8: Effect of Dispute Handling Procedures on Organizational Performance

The researcher sought to establish the effect of Effect of Dispute Handling Procedures factors on organizational performance and the findings are as tabulated below:
Table 4.6: Effect of Dispute Handling Procedures on Organizational Performance

<table>
<thead>
<tr>
<th>Methods</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SD</th>
<th>$\sum f_i$</th>
<th>$\sum f_i W_i$</th>
<th>$\frac{\sum f_i W_i}{\sum f_i}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arbitration</td>
<td>60</td>
<td>160</td>
<td>30</td>
<td>14</td>
<td>3</td>
<td>72</td>
<td>267</td>
<td>3.7</td>
</tr>
<tr>
<td>Mediation</td>
<td>50</td>
<td>168</td>
<td>39</td>
<td>12</td>
<td>1</td>
<td>72</td>
<td>270</td>
<td>3.75</td>
</tr>
<tr>
<td>Voting</td>
<td>75</td>
<td>92</td>
<td>54</td>
<td>24</td>
<td>4</td>
<td>72</td>
<td>241</td>
<td>3.4</td>
</tr>
</tbody>
</table>

**Weighted Average**

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>110</td>
<td>120</td>
<td>30</td>
<td>16</td>
<td>2</td>
<td>72</td>
<td>278</td>
<td>3.8</td>
</tr>
</tbody>
</table>

**Source**: Field Data (2017)

The study established that dispute handling procedures had an effect on organizational performance with an aggregate mean of 3.6. Respondents indicated that negotiation affected industrial relations with a lowest mean of 3.4. Respondents indicated Mediation affected organizational performance with a mean of 3.75 and voting affected organizational performance with an highest mean of 3.8.

4.2.9: Effect of Public Policy and Legislation on organizational Performance

The researcher sought to establish the effect of Effect of Dispute Handling Procedures factors on organizational performance and the findings are as tabulated below:-

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SD</th>
<th>$\sum f_i$</th>
<th>$\sum f_i W_i$</th>
<th>$\frac{\sum f_i W_i}{\sum f_i}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislation laws</td>
<td>40</td>
<td>36</td>
<td>42</td>
<td>22</td>
<td>5</td>
<td>72</td>
<td>245</td>
<td>3.4</td>
</tr>
<tr>
<td>Organization policies</td>
<td>75</td>
<td>100</td>
<td>60</td>
<td>20</td>
<td>2</td>
<td>72</td>
<td>257</td>
<td>3.6</td>
</tr>
<tr>
<td>International industrial laws</td>
<td>75</td>
<td>100</td>
<td>45</td>
<td>26</td>
<td>4</td>
<td>72</td>
<td>250</td>
<td>3.5</td>
</tr>
</tbody>
</table>

**Weighted Average**

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.5</td>
</tr>
</tbody>
</table>

**Source**: Field Data (2017)
The study established that public policy had an effect on organizational performance with an aggregate highest mean of 3.5. Respondents indicated that legislation laws affected industrial relations, with a lowest mean of 3.4. Respondents indicated organization policies with a mean of 3.6, and International industrial laws affected organizational performance with an increasing mean of 3.5. This shows that various laws reflected both positively and negatively on dispute handling procedures.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Summary

On the First Objective; The effect of economic satisfaction on organizational performance. The study established that Economic Satisfaction had an effect on organizational performance with an aggregate mean of 3.3. Respondents indicated that Creation of employment affected industrial relations with a lowest mean of 2.0. Respondents indicated Employee income affected organizational performance with a mean of 3.6, and Fair remuneration affected organizational performance with an highest mean of 4.2.

On the Second objective; The effect of dispute handling procedures on organizational performance. The study established that public policy had an effect on organizational performance with an aggregate highest mean of 3.5. Respondents indicated that legislation laws affected industrial relations, with a lowest mean of 3.4. Respondents indicated organization policies with a mean of 3.6, and International industrial laws affected organizational performance with an increasing mean of 3.5. This shows that various laws reflected both positively and negatively on dispute handling procedures.

On the third objective; The effect of public policy and legislation on organizational performance. The study established that dispute handling procedures had an effect on organizational performance with an aggregate mean of 3.6. Respondents indicated that negotiation affected industrial relations with a lowest mean of 3.4. Respondents indicated Mediation affected organizational performance with a mean of 3.75 and voting affected organizational performance with an highest mean of 3.8.

5.2 Conclusion

The objective of the study was to establish the factors that affect industrial relations. The study found out that the major factor affecting industrial relations was economic satisfaction of the workers. Other factors included negotiation skills of the management and union representatives, the trade union, attitude of both management and workers, social and psychological satisfaction, education background of the workers and public policy and
legislation. The study also found out that the respondents were satisfied with most of the industrial relations processes apart from the dispute handling procedure, the role of government in enhancing industrial relations issues and training of industrial relations issues.

5.3 Recommendations

The following recommendations pertinent to policy making and future research are made:

5.3.1 Recommendations on policy and practice

From the findings and conclusion of this study the following recommendations are very crucial; first the management should look at the issue of training, they should carry out an evaluation of the training policy to assess its relevance, efficiency, and value additions towards improving industrial relations. Secondly the training and development should be conducted frequently to enhance industrial relations. Thirdly, the medical cover should be reviewed in accordance with the changes in the economy. Also the management should come up with other means of communication and employee participation such as team talk and use of suggestion box. The government should also fasten the dispute handling procedure. More women should also be elected as both management and union representatives to enhance gender balance.

5.3.2 Suggestion for Further Research

The following related areas can be researched on to add up to the knowledge of what this study has achieved as far as industrial relations is concerned. First there is need to carry out an evaluation of factors affecting industrial relations in government parastatals in Kenya, secondly a study should be done to establish training needs of management and union representatives. This will help in designing training and development activities that will meet the target industrial peace. Thirdly, a study should be conducted to establish the effects of factors affecting industrial relations to organization’s performance. The findings from this study will help to improve performance of the organization.
REFERENCES


RESEARCH LETTER

Letter of Introduction

To the Respondent

Dear Respondent

I am a student at Kisii University currently undertaking Diploma in Public Relations course. As a requirement of this degree, am undertaking a research study on factors affecting industrial relations on organizational performance. Therefore, I kindly seek your cooperation to carry out the study in your organization with respect to the aforementioned. The information received will be used for the purposes of this research only. All the information gathered will be treated confidential.

Kindly cooperate.

Yours Faithfully,

VIVIAN BOSIBORI MARUMBO
APPENDIX I: QUESTIONNAIRE

Questionnaire for employees at Kenya Power Kisii Branch.

Section A: Background information of the respondent
1. Gender of the respondent

i). Male (   )
ii). Female (   )

2. Age of respondent in years

i). Below 20 (   )
ii). 20-30 (   )
iii). 31-40 (   )
iv). 41 and above (   )

3. Marital Status of the respondent

i). Single (   )
ii). Married (   )
iii) Divorced / separated (   )
iv). Widowed (   )

4. Education Level of the respondent.

i). Primary (   )
ii) Secondary (   )
iii). Tertiary (   )
iv) University (   )

5. How long have you worked for this organization?

(i) Below two years (   )
(ii) Between 2 & 4 years (   )
(iii) Above 4 years (   )

6. Are you satisfied economically at your place work?

a) Yes (   )
b) No (   )
Section B: Economic Satisfaction.

7. Do you agree that the following factors of economic satisfaction affect organizational performance?

<table>
<thead>
<tr>
<th>Economic Satisfaction</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair remuneration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creation of Employment Opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee response to office matters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section c: Conflict Handling Procedures

8. Do you agree that the following conflict handling procedures contributes positively to the organizational performance?

<table>
<thead>
<tr>
<th>Conflict Handling Procedures</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arbitration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mediation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section D: Public Policy and Regulations

9. Do you agree that the following public policy and regulations factors affect organizational performance?

<table>
<thead>
<tr>
<th>Public Policy and Regulations Factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislation Laws</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Industrial Laws</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank You
## Appendix II: Work-plan

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>June 2017</th>
<th>July 2017</th>
<th>Sept 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Topic Selection &amp; Problem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>formulation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Literature review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal writing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School defence of the proposal</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix III: Budget

<table>
<thead>
<tr>
<th>Item/Service</th>
<th>No of Items/Quantity</th>
<th>Unit Cost (Kshs)</th>
<th>Total Cost (Kshs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. PROPOSAL PREPARATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reams of foolscaps</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reams of photocopiers papers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flash disk</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet resource expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collection of secondary data from libraries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing &amp; Binding draft proposal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td></td>
<td>10,000.00</td>
</tr>
</tbody>
</table>

**Note:** The researcher will finance the project from his personal finances.
Appendix Iv: Geographical Location of the Study Area