

**EFFECT OF INFORMAL GROUPS ON ORGANIZATIONAL PERFORMANCE: A CASE
STUDY OF MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL
GOVERNMENT, LARI SUB COUNTY**


**BY
AGNES KAROKI SHADRACK
C51/68155/2013**

**A Research Project Submitted in Partial Fulfillment of the Requirements for the Award
of the Degree of Master of Public Administration, the University of Nairobi**

2020

DECLARATION

I hereby declare that this research project is my original work and has never been presented for examination in this University or any other university for the award of a degree.


Signature: 

Date: 17/11/2020

Agnes Karoki Shadrack
Reg.No.C51/68155/2013

APPROVAL

This work has been submitted for examination with my approval as the University Supervisor.

Signature: 
Josephine Mwanzia Ph.D.

Date: November 17, 2020

ABSTRACT

Organizations exist in order to fulfill the purpose for which they were established. The goals are achieved by teams working around set objectives and rules. An informal group is defined by common interest, proximity and friendship. Informal organization is defined as social personal interactions among people at the work place that develop to satisfy social needs and sentiments of workers. Informal groups are fortified but restrained in many establishments so as to encourage staff job satisfaction in the establishment's atmosphere. Informal groups have both advantages and disadvantages.

This enquiry pursued to institute the consequences of informal groups on organizational operations in the Ministry of Interior and Coordination of Government- Lari Sub County. This enquiry assumed a quasi-experimental design. A quasi experiment is a type of research design where data is collected in two phases: the baseline and a follow up (end line) survey. This report is instrumental in answering the pertinent research question and in meeting the goals of the enquiry. Outcomes of the enquiry showed that the items used to represent informal group constructs were fit for use in the model as evidenced by the outcome of model fitness test. The Independent sample test for pre-test and post test showed that indeed informal groups contributed to organizational performance in a positive manner as the mean was higher for post-test as compared to that of pretest results.

In addition, results indicated that the contribution of informal group constructs as assessed in this study had a statistically significant result on organizational performance. Of the three constructs, informal group's norms and leadership were found to have statistical significance on organizational performance at Lari Sub-County. In line with the conclusions, the following recommendations were made; it is recommended that the Ministry of Interior and Co-ordination of National Government need to consider informal groups contribution towards organizational performance. This can be done by fostering such activities like team building activities, sponsoring outdoor activities and promoting cohesiveness among employees through activities such as having meals together and establishing welfare kits at the work stations.

TABLE OF CONTENTS

| | |
|---|------------------------------|
| DECLARATION | Error! Bookmark not defined. |
| ABSTRACT | iii |
| TABLE OF CONTENTS | iv |
| LIST OF ABBREVIATIONS | vii |
| LIST OF TABLES | viii |
| LIST OF FIGURES | ix |
| CHAPTER ONE | 1 |
| INTRODUCTION | 1 |
| 1.1 Background to the Study..... | 1 |
| 1.2 Statement of the Research Problem | 4 |
| 1.3 General Objective of the Study..... | 5 |
| 1.3.1 Specific Objectives | 5 |
| 1.4 Research Questions | 5 |
| 1.5 Justification of the Study | 6 |
| 1.6 Scope and Limitations of the Study | 6 |
| 1.7 Definition and Operationalization of Key Concepts..... | 7 |
| CHAPTER TWO | 9 |
| LITERATURE REVIEW AND THEORETICAL FRAMEWORK | 9 |
| 2.0 Introduction..... | 9 |
| 2.1 Groups..... | 9 |
| 2.2 Informal Groups versus Formal Groups | 12 |
| 2.3 The Purpose of Informal Groups | 16 |
| 2.4 Structure of Informal Groups..... | 17 |
| 2.5 Advantages and Disadvantages of Informal Groups | 19 |
| 2.6 Nexus between Informal and Organisational Performance | 23 |
| 2.7 Informal Group Cohesiveness..... | 26 |
| 2.8 Informal Group Norms | 28 |
| 2.9 Leadership of Informal Groups..... | 30 |
| 2.10 Empirical Review on Role of Informal Group on Organizational Performance | 33 |

| | | |
|--|--|-----------|
| 2.10.1 | Critique of Previous Studies and Research Gaps | 35 |
| 2.11 | Theoretical and Conceptual Framework | 36 |
| 2.11.1 | Theoretical Frame Work | 36 |
| 2.11.2 | Conceptual Framework | 38 |
| 2.12 | Research Hypothesis | 38 |
| CHAPTER THREE | | 39 |
| RESEARCH METHODOLOGY | | 39 |
| 3.1 | Introduction..... | 39 |
| 3.2 | Research Design..... | 39 |
| 3.3 | Target Population..... | 40 |
| 3.4 | Sample Size and Sampling Procedure | 40 |
| 3.5 | Data Collection Procedure | 42 |
| 3.5.1 | Interventions | 43 |
| 3.6 | Data Analysis | 44 |
| 3.6.1 | Model Fitness and Model Summary..... | 45 |
| 3.6.2 | Logistic Regression | 45 |
| 3.7 | Reliability and Validity of Data | 45 |
| 3.8 | Ethical Consideration..... | 46 |
| CHAPTER FOUR..... | | 47 |
| DATA ANALYSIS AND INTERPRETATION..... | | 47 |
| 4.1. | Introduction..... | 47 |
| 4.2. | Response Rate..... | 47 |
| 4.3. | Reliability of Data..... | 48 |
| 4.4. | Bio-Data of the Respondents | 48 |
| 4.4.1 | Sex of the Respondents..... | 48 |
| 4.4.2 | Age of Respondents | 49 |
| 4.4.3 | Working Period of the Respondents | 49 |
| 4.4.4 | Education of Respondents | 50 |
| 4.5. | Effect of Informal Groups on Organisational Performance..... | 50 |
| 4.5.1 | Dependent Variable Conceptualization | 50 |
| 4.5.2 | Model Fitness | 51 |
| 4.5.3 | Model Summary | 51 |
| 4.5.4 | Model Fit | 52 |
| 4.5.5 | Model Predictive Accuracy | 52 |
| 4.5.6 | Variables in the Equation | 53 |
| 4.5.7 | Independent Sample Test..... | 54 |
| 4.6. | Discussion of Findings..... | 55 |

| | | |
|--|--|-----------|
| 4.6.1 | Effect of Informal Group Cohesiveness on Organizational Performance | 56 |
| 4.6.2 | Effect of Informal Welfare Group Norms on Organizational Performance | 57 |
| 4.6.3 | Effect of Informal Welfare Group Leadership on Organizational Performance .. | 58 |
| 4.6.4 | Effect of Informal Groups on Organisational Performance | 59 |
| CHAPTER FIVE | | 61 |
| SUMMARY, CONCLUSION AND RECOMMENDATION..... | | 61 |
| 5.1 | Introduction..... | 61 |
| 5.2 | Summary of Findings..... | 61 |
| 5.3 | Conclusion | 62 |
| 5.4 | Recommendations..... | 63 |
| 5.5 | Areas for Further Studies | 63 |
| REFERENCES..... | | 64 |
| APPENDICES | | 69 |
| APPENDIX 1: Questionnaire | | 69 |

LIST OF ABBREVIATIONS

| | |
|-----------------|--|
| NACOSTI- | National Commission for Science, Technology and Innovation |
| SPSS- | Statistical Package for Social Sciences |
| USA- | United States of America |

LIST OF TABLES

| | |
|---|----|
| Table 3. 1 Sample Size Determination | 42 |
| Table 4. 1 Reliability Test..... | 48 |
| Table 4. 2 Sex of Respondents..... | 48 |
| Table 4. 3 Age of respondents | 49 |
| Table 4. 4 Working Period of the Respondents | 50 |
| Table 4. 5 Education of Respondents | 50 |
| Table 4. 6 Classification Table | 51 |
| Table 4. 7 Omnibus Tests of Model Coefficients | 51 |
| Table 4. 8 Model Summary | 52 |
| Table 4. 9 Hosmer and Lemeshow Test..... | 52 |
| Table 4. 10 Model Predictive Accuracy | 53 |
| Table 4. 11 Variables in Equation..... | 53 |
| Table 4. 12 Independent Sample Test-Group Statistics..... | 54 |
| Table 4. 13 Independent Sample Test..... | 55 |

LIST OF FIGURES

Figure 2. 1 Conceptual Framework 38

Figure 4. 1 Response Rate 47

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In modern day times, human interactions have a lot of repercussions to both people and organization's welfare. It has been noted that performance of employees depends on relationship that exists between themselves and their managers (Kreitner & Kinicki, 2012). The interaction, formally or otherwise of different people in an organization is healthy to the entire organization. In this respect, it means that the existence of social networks is of vital importance towards enhanced establishment of a collaborative environment. In order to foster efficiency in organizations, it is fundamental to understand how social networks work in the entities (Mullins, 2010). This means that both formal and informal groups provide avenues for promoting high standards of ethics, integrity, improve efficiency and ultimately realize improved service delivery. In particular, the sense of belonging that is present in informal groups promotes oneness and team spirit (Greenberg, 2010).

Organizations exist in order to fulfill the purpose for which they were established. The goals are achieved by teams working around set objectives and rules (Kreitner & Kinicki, 2012). Informal groups come into existence in organizations if opportunities for them to thrive exist. In most organizations informal groups emerge as a result of common interests (Parker and Cross, 2004). Human beings have had an inherent need to be in associations and feel some sense of belonging and togetherness in all spheres of life. Informal groups arise not because of management initiative but due to necessity which basically can be attributed by the day to day interactions among employees (Marion, Christiansen, Klar, Schreiber, & Erdener, 2016).

Saim, Cemberci, and Civelek (2015) argue that in Turkey, both informal groups and formal groups play a role on organisational performance and thus should not be overlooked. This is because, informal groups provide the fabric that binds employees together and enable workers to meet their social needs which would be otherwise difficult to meet in the formal groups. In this respect, informal groups are associations that may not have management sanction but arise due to friendship ties by employees. Among the reasons that lead to establishment of informal groups is due to the need for friendship, social support and advisory needs (White, Currie, & Lockett, 2016).

Informal groups have leaders who are not necessarily recruited by the members but pick the position naturally depending on their roles in the associations. It has been alluded that the central theme that lead to sustenance of informal groups is due adherence to group's norms by the members (Restivo & Rijt, 2012). In return due to friendliness of the people towards each other, team spirit is cascaded within the group and this improves the human relations. In a setting where there is empathy and feeling of friendship. Perhaps, this is the reason that informal groups are noted to be important in enhancing performance of organizations. Existence of informal groups determines the behavior that employees adopt and thus affecting the organizational culture (Morgan, 1997). Informal set ups in organizations are involved in a wide range of activities both outside and within the organizations.

A look around all organizations clearly shows that informal groups exist within and they have their own ways of operation. Informal groups are characterized by dynamism that may enhance performance if managed prudently or may lower performance (Cullen, Johnson, & Martin, 2009). For this reason, managers should be keen in handling informal groups. In the event that the informal groups are compromising the performance of the employees then the management should critically evaluate options of minimizing their influence. Informal groups are significant in promoting the achievement of social needs of employees in an organization (Grenberg, 2013). However, these set ups can be problematic to management as there is always a conflict between the group's goals and the goals of the organizations (Bennet & Stewart, 1991). Informal groups can be causes of strife in organizations (Greenberg & Baron, 2007). It therefore follows that informal groups need to be understood in both aspects. This forms the drive of the study in that the study seeks to evaluate whether informal groups aid in fostering performance of employees.

The classical theorists contributed a lot on human resource development. Some of these classical theorists include Henry Fayol and Fredrick Taylor. Chester Barnard, an executive and management theorist who proposed that in order to be successful, executives should manage informal organizations (Herbert, 1976). He looked at ways in which executives can gain cooperation making use of social systems. Chester emphasized on integrating work efforts through communication of goals and motivation of workers (Hatch & Cunliffe, 2006). The same views were emphasized by Mary Parker Follett. Max Weber developed the bureaucratic theory.

However, he concentrated mainly on formal organizations such as division of work, establishment of hierarchy and span of control to achieve efficiency (Cole, 1988). This means that both informal and formal groups are important to organizations and can potentially affect performance. Informal groups tend to satisfy social needs of the employees while formal groups are deliberately established by the management in the formal organisational structure to achieve some goals. In essence formal groups are officially formed while informal groups are formed with or without the awareness of the management and members.

Literature at the regional level equally indicates that informal groups are of key value in understanding organisational performance. For example, according to Nkala and Barbara (2014) in Zimbabwe, informal groups are viewed to contribute to performance. Similarly in Nigeria, informal groups are subtle to both employee performance and organisational performance Ogohi, (2018). This is because, informal groups ensures that social needs are met and this breeds a team that is characterised by cohesiveness and safety for all members.

Management need to consider the role of these groups before effecting any policy changes. This is because informal groups are known to be major players in resistance to changes (Nkala & Barbara, 2014). Majority of employees in organizations are employed as groups of one kind or another and therefore attention to informal groups at the work place becomes an important aspect for every manager. That is one major reason why it is necessary to understand the relative power position of individuals in informal groups and their role on organizational performance (Cole, 1988). These groups can sometimes act to counter organizational function and the imposed standards of behavior and management.

The local perspective of informal groups is rather diverse since they have received attention from management while at the same time they are presumed as detrimental to organisational performance. The proponents of informal groups argue that informal interactions within the organisation are subtle towards enhancing creativity, team spirit, innovation and promote effective decision making (Kelemba, Chepkilot, & Zakayo, 2017). Moreover, informal groups are noted to exist through social media platforms and they are significant in building trust and safety among employees. Through these formations, virtues are shared among workers leading to good relationships and this aids in conflict resolution at the formal level.

Informal interactions at the workplace are key to success in conflict resolutions (Mwangi & Ragui, 2013). Informal interactions promotes networks that build collaborative approach to work enhancing knowledge sharing and information sharing which positively impacts on organisational performance.

1.2 Statement of the Research Problem

Informal interpersonal networks built by informal groupings at the work place are key conduits for knowledge sharing, creation of a collaborative environment and fosters team spirit that at the overall improve individual and organisational performance (Nkala & Barbara, 2014). Moreover, the interpersonal relationships created by informal groups give rise to virtues that improve organisational performance. However, informal groups are a potential a cause of problems to management because they influence and control behavior of people at the workplace (Ogohi, 2018). In addition, informal groups exist due to existence of shared interests and seek to fulfil some social needs like safety and sense of belongingness that if they supersede those of the organisation, organisational performance is likely to drop.

Personality differences, lack of cooperation and inefficient leadership in informal groups hampers organisational performance (Zoltan & Vancea, 2015). Informal groups' effect on organisational performance is both positive and negative in that they promote team spirit while at the same time can be a cause for conflicts between management and employees (Mwangi & Ragui, 2013). On the other hand, proponents of informal groups in the work place argue that informal interactions within the organisation are subtle towards enhancing creativity, team spirit, innovation and promote effective decision making (Kelemba, Chepkilot, & Zakayo, 2017). This paints a picture of unclear contribution of informal groups on organisational performance at the workplace.

Various experimental indicates that effect of informal groups on performance of individuals and employees alike. Lugo (2011) undertook a study that pursued to evaluate the effect of informal groups on students' performance and established that close associations among students led to better results. Shue (2012) also revealed that close association between people leads to them having a team spirit which enhanced their active participation in decision making and entrepreneurship.

Mullins (2010) idealizes that informal groups are quite crucial in that they set basic norms of the group members and thus tends to instill discipline at the work places which can result to improved performance. Greenberg (2010) notes that commonality of interests is the driving force towards existence informal groups and such interests brings oneness which breeds togetherness, sense of security and such interactions leads improved performance. It can therefore be noted that there is scanty of literature on consequences of informal groups on establishment performance. This consequently presents a gap that this enquiry pursues to seal. Thus, this enquiry attempts to provide evidence on whether informal groups are important to organizations. In order to realize this purpose, the study assessed the effect of informal groups on government functioning in the Ministry of Interior and Coordination of Government- Lari Sub County.

1.3 General Objective of the Study

The overall goal of the study was to find out the effect of informal groups on organizational performance in the Ministry of Interior and Coordination of Government- Lari Sub County.

1.3.1 Specific Objectives

- i. To find out the effect of informal welfare groups' cohesiveness on organizational performance in the Ministry of Interior and Co-ordination of National Government.
- ii. To find out the effect of informal welfare groups' norms on organizational performance in the Ministry of Interior and Co-ordination of National Government.
- iii. To find out how informal welfare groups' leadership affects organizational performance in the Ministry of Interior and Co-ordination of National Government.

1.4 Research Questions

- i. How does informal welfare groups' cohesiveness affect organizational performance in the Ministry of Interior and Co-ordination of National Government?
- ii. How does informal welfare group's norms affect organizational performance in the Ministry of Interior and Co-ordination of National Government?

- iii. How does informal welfare groups' leadership affect organizational performance in the Ministry of Interior and Co-ordination of National Government?

1.5 Justification of the Study

Understanding the role of informal groups is vital for managers of organizations. They need to comprehend the behavior of unofficial groups within the organization, how these groups can enhance performance or reduce performance. An understanding of these groups can help managers to know how to regulate activities of these groups for the advantage of the enterprise and the individual members of such groups. Managers also must to appreciate how these groups comes into being, why they form and how group's cohesiveness and group identities impact on organizational effectiveness. They need to understand how to integrate both formal and informal groups in the organization to obtain a balance between the two.

The study can contribute greatly to policy formulation on how informal groups can be used to foster performance in organizations. The outcomes of the enquiry may be used as foundation for which propositions on informal groups' role on performance can be formulated. The research can assist managers to understand how they can use visible informal groups to the full advantage of the organization.

In addition, this study is of value to theory in that it documents issues related to informal groups in the Kenyan perspective. In this light, in terms of academic contribution this study improves the knowledge on what is already known about informal groups and their contribution to organizational performance. Notably, the study in itself is a good source of empirical reviews for other future studies.

1.6 Scope and Limitations of the Study

The boundary of an enquiry in terms of conceptual outline is what is referred to as the scope. The enquiry concentrated on informal groups using Lari division in Lari Sub County Kiambu County as the area of study. This enquiry mainly concentrated on informal welfare groups and their effects on organizational functioning. The study concentrated on government employees in the Ministry of Interior and Coordination of Government.

The choice of Lari Sub-County is a motivation because the region has not been adequately studied with respect to informal groups in the Ministry of Interior and

Coordination of Government. Moreover, it is statistically feasible to examine informal groups among the staff of the ministry in the region.

One of the limitations of the study is that there was fear of the respondents to partake in the study. To mitigate this limitation, the researcher guaranteed the respondents that the study was for educational reasons and was not to be used for any further action whatsoever.

1.7 Definition and Operationalization of Key Concepts

Group - A group is any number of persons who intermingle with each other, are expressively conscious of each other and identify themselves to be a group and share shared resolution (Schein, 1980).

For this examination, the operational definition of a group was a set of people who works together in performing a single role in the same work station.

Formal groups – These are official groups that are set up by management of an organization to pursue specific goals (Monique & Michael, 2015).

The operational definition of formal group with respect to this study referred to official departments that are established by the management.

Organization - An organization refers to a group of people with a special purpose such as a club or business or the arrangement or planning of parts so as to form an effective whole. For the purpose of this research organization referred to a government office which has been set up to achieve certain purposes (Grenberg, 2013).

The operational definition of the organization was the Deputy County Commissioner office in Lari Sub County in Kiambu County.

Informal Welfare Groups-These are associations among people that inadvertently exist to fulfil social needs such as security, sense of belongingness and togetherness (Kreitner & Kinicki, 2012).

The operational definition for informal group were those associations that are created by employees themselves in order to improve cohesiveness among themselves.

Organizational Performance – This is the actual output or results measured by an organizations goals or objectives. For the purposes of this research organizational performance refers to meeting of the set objectives (Scheinder, Yost, Kropp, Kind, & Lam, 2018).

For this study, the operational definition of organizational performance was the output of the organization in terms of employee performance in relation to what they are expected to do proxied by enhanced security and safety of persons, enhanced leadership and coordination of national functions, promotion of peaceful coexistence, national cohesion and integration and eradication of illicit alcohol, drug and substance abuse.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This section has literature analysis which is basically the critical evaluation of pertinent issues that forms the theme of this study. Therefore, the chapter has discussion of what constitutes formal and informal groups and aspects of independent and dependent variables. A theoretical review and conceptual framework are also presented at the end of the chapter.

2.1 Groups

Human beings are communal and thus voluntarily form groups both inside and outside of organization (Pepitone, 1981). People form groups due to the drive to share interests or just to socialize (Ellis & Dick, 2003). In essence people tend to relate with each other either formally or informally and expressly or inadvertently. Having common interests creates a group. Man is a social animal and does not act or live in isolation but finds identity and functions in a group (Chukwuemeka & Onuoha, 2018). Groups have received wide attention by scholars. For example, it is presumed that the needs of subordinates must be satisfied if they are to become productive members of the organization” (Raadschelders, 2008). Groups occur where individuals expressly come together or through implied communications to establish structures in order to follow some common goals.

Groups are considered to exist where norms and goals are congruent to all members of the groups (Monique & Michael, 2015). In this respect, groups thrive where individual members can fully associate themselves with the groups. Arguably, groups can be formal or informal and have potential to impact to performance. Formal groups have a direct effect on organisational performance because they are established officially to undertake some organisational tasks. Informal groups on the other hand are unofficial associations of people which exist when people seek to achieve some social needs such as security and friendship (Farveh, 2012).

The society’s structures including the work environment is basically composed of groups whose members may be aware or not aware but are put together due to the need to accomplish some formally recognized goals or informal goals. Moreover,

groups are the fundamental establishments that define societies in that they are involved in ensuring that people stay as social beings (Bennet & Stewart, 1991).

In the work environment, literature points that they are several groups that may exist depending on the nature of establishments and types of goals that groups seek to achieve (Farveh, 2012). For instance, formal groups such as task forces are formed at the sanctions of the management in order to look into some issues and make recommendations. Informal groups exist not officially but through the needs of workers such as feelings of cohesiveness and to offer assistance in various times. Essentially, groups are all over whether the organization's management is aware or otherwise.

Considering that groups have different goals, in a broad category, there are formal and informal groups in an organisation. The difference between the two types of groups is in various parameters such as mode of formation, group leadership and modes of operations. Whilst the group concept can take diverse parameters, the most common in human behavior studies tend to insinuate that a group is a collection of two or more individuals with a common purpose (Monique & Michael, 2015). Hence, groups owe their origin to the need to achieve some goals that are universal to the members of the particular goals. People with divergent goals are often excluded from groups due to the fact that they will feel out of place in the group's activities. This exclusion can be deliberate or inadvertent through social interactions.

Groups are defined by the commonality of goals, norms and feelings that members have toward each other. Without these facets, a collection of two or more individuals cannot be called a group but is rather a crowd (Carraher, 2013). What makes a crowd a group is the existence of common standards of behaviors, goals and mutual feelings. Groups do not exist without members who actually feel to be part of the group in that the first step towards formation of groups is realization of a common need and then coming together to formulate mechanisms of achieving that need. Groups are either deliberately formed or implied but after formation they are bound together by standards of behaviors and continued existence of share interests.

The central part of a group is the norms fabric as it is sets the dos and donts that members of a group should follow. Given that groups are formed for a certain human need, there is a need to ensure that the members are unified by norms. For instance, norms in a formal group organisation, represents the organisational policies and regulations that govern relationship between employees with the organisations and amongst employees. At the same time, group's goals and actions are communicated

by central figure who acts as the group leaders (Brinia, Papadopoulou, & Psoni, 2019).

In the formal set up, leaders such as managers are formally and officially appointed as per organisational chart while in the informal groups leaders may be appointed by members either expressly or impliedly. Group leadership among formal and informal groups is key towards constructing a congruence between the individual goals and the group goals. It is the confluence between the individual goals and group's goals that influence the sustainability of groups (Anand, 2019). Moreover, without this match, group disintegration is imminent as members pursue other directions that aids in achievement of their personal goals.

Groups are volatile and dynamic since they face various challenges which poses problems and risks of group disintegration. Human behavior is complex and establishing a common behavior among group members is not an easy fete (Chukwuemeka & Onuoha, 2018). From time to time, conflicts arise and this exposes the groups to risk of collapsing. This therefore indicates that group existence is dependent on strong leadership which ensures that risks are checked and solutions to group problems are addressed in a timely fashion. Groups can break or unify with other groups as the situation can be. For instance, an organisation can merge two groups in order to streamline operations and make activities lean by avoiding duplication of efforts and misuse of resources. It is not obvious that groups will stay stable but there is an easiness from to time and it is the responsibility of the leadership to ensure that these disturbances are checked and corrective actions taken. Values and norms in a group goes a long way towards enhancing mutual respect and provides a platform for solving group problems (Marion, Christiansen, Klar, Schreiber, & Erdener, 2016).

Groups lead to synergy in that the efforts of one person added to the efforts of another yields more results than the two working individually. When group's goals are aligned to the needs of the individual members, the overall output is often more appealing than it would be for one working singly. Whilst groups are known to have problems and dynamics, when a platform to meet and organise activities is presented, the output is high (Levi, 2010). People have differing features in terms of tastes and preferences hence the need to foster synergy through cohesiveness. Members come to groups with their diverse personalities and this in as much as it is a potential feature

for group disturbances is an opportunity for bringing forth synergy. Essentially, group members are inclined to pulling on one's side but with mutual trust and common norms, group goals, be it formal or informal can be achieved.

There is an array of reasons that make people to members of either formal or informal groups. In essence, everyone is a member of a certain group irrespective of whether they became members expressly with their knowledge or otherwise (Fujishin, 2013). For instance, one is born in a family, a society or even in a nation and instantly gains recognition to be a member of the family, society and the nation. This therefore makes the person to be a member of the group. In this regard, group membership is diverse and instinctively subtle to all human beings. Upon being a member of a group, members are expected to follow the set norms in order to contribute to creating value to the groups.

The overall collective responsibility of each and every member goes a long way towards enhancing the performance of the groups. In a summary, individuals would like to be member of a group when their perceptions of the group activities, beliefs and attitudes favors them. Human being do not want to be lonely and therefore makes deliberate efforts to search for other people with common beliefs, attitudes and needs, join hands and achieve their goals (Sarkwa, 2011). Moreover, some groups are formed deliberately by founders while the formation of others cannot be traced to some specific individuals. Most literature points out that at the work environment the broadest categorization of groups is formal groups and informal groups. Formal groups are management establishment with subjects, member composition, goals and timelines being at the discretion of management while informal groups are formed to meet social needs of the employees. One striking difference between formal and informal groups is in their formation, goals settings and group leadership.

2.2 Informal Groups versus Formal Groups

An informal group is formed by common interest, proximity and friendship. Informal organization is defined as social personal interactions among people at the work place that develop to satisfy social needs and sentiments of workers (Carnabuci, Emery, & Brinberg, 2018). Informal groups are fortified but restrained in many establishments so as to encourage staff's job fulfillment in the establishment's surroundings. Formal organization is defined "as all factors that are deliberately designed to shape social relationships at work (White, Currie, & Lockett, 2016)." Formal group is official with

public identity and specific goals to achieve. Workers in successful countries like Japan describe themselves in terms of groups to which they belong. These countries conform to group norms to the success of their goals (Sarkwa, 2011).

According to Mullins (2010) the existence of informal groups have potential to drive change in the society and in the organizations is huge and is most evidence where group members share the common social goals. In this respect, the flourishing of informal groups depends on whether social networks are set in place to ensure that member's actions are geared towards a common objective. Therefore, in informal group set ups, individual actions are important as they are construed to have wider impact towards the group's objectives. It is the collective attitude of individual members that give rise to shared interests thus leading to formation of informal groups.

This means that in as much as there are formal regulations that govern actions or inactions of individual group members, there are standards of behavior that are expected. Informal groups are known to persist where people have common interests not necessary those that are meant for day to day running of the entities they work for (Greenberg, 2010). For example, women have acquired property like land by belonging to informal groups (International Labour Organisation, 2014). Additionally, statistics indicates that ninety seven percent of men and ninety five women belonged to at least one informal group (International Labour Organisation, 2014). Informal organizations have no structure and have no specific joint purpose and that informal have a general understanding custom, habits and institutions that create good conditions for the rise of formal organizations (Raadschelders, 2008).

Informal groups can be recognized through simple observation. We can see indications of its existence in the gathering around the office water cooler, the clique that systematically excludes all but chosen few and the work group that sets its own productive goals regardless of the goals set by management (Moschis, 1976). Hence, informal groups are associations that exist in the organisation even though they are not within the formal organisational structures. Informal groups are formed inadvertently by employees in a bid to foster togetherness among the members albeit the fact that at times they gain acceptance by the managements. Moreover, informal groups are substantially vital in fostering unity among staff at the work place.

Groups derive social interactions in that human being are known to be formal and that these kinds of interactions potentially influences behavior of people towards other

people in a societal settings. The interaction can be informal or formal depending on the type of group. Moreover, there are incentives within the groups which act as antecedents to some peer interactions.

For instance, weaker employees in terms of performance are likely to get support from peers while in informal groups as opposed to the formal establishments. The shared environment among group members tends to influence their behavior towards each other leading to healthy interactions that is likely to boost the outputs of the groups. In essence, formal groups have their objectives carefully stipulated in order not to deviate from the overall mission of the organisation. This is because formal groups are formed by organization's management for specific reasons such as performing a certain specified activity (Zander, 1979). Moreover, formal groups have established limits in that not all activities can be done by all members of the group. For instance, an established task force has a chairperson who is solely mandated to convene meetings and chair meeting that deliberate on the issues at hand.

In other words, a formal group is consciously formed in order to achieve specific goals. Ideally after achieving goals, a formal group is wound up and members transferred to other groups which require their time and efforts. In order to critically ensure that functions of formal groups are not deviated from, the relationship between members and the groups is often regulated by a certain authority. This means that powers and activities that each member is permuted to have and undertake is under watch by the leadership (Ogohi, 2018). Considering that formal groups are sub-entities of the formal organisational structure, it is true to suffice that their tasks, powers and responsibilities are coined in such a way that they are not in contradiction to the formal organisational structure. Formal groups are for specified time periods even through their life can be extended by management as it necessary.

Informal groups are predominantly unconsciously formed be people. Informal groups exist with or without the awareness of members and their goal is to satisfy the social and emotional needs of individuals by establishing cohesiveness. At the same time, informal groups are not formally recognized within the formal structure of the organisations and at times they are actually hidden from management especially where there is a conflict between the group's goals and the organisational goals (Saim, Cemberci, & Civelek, 2015). Interestingly, informal groups can be responsible for sustaining the organisational culture in an entity even without the knowledge of the group or the management of organisations. It is the values and integrity of the

groups in the eyes of the individual members and the collective attitudes that enhances sustainability of informal groups.

Through effective communications, informal groups arise and can lead to expanded groups in the future. Informal group communication channel is a critical success factor in regard to the fact that they are unofficial establishments. The needs of members must be communicated adequately and in a timely fashion to ensure that they can be satisfied by the group without which the group is at the risk of disintegration (Kreitner & Kinicki, 2012). Given that informal groups are formed in order to meet social needs such as a feeling of belongingness and emotional attachment, it is critical that they are characterised with strong associations. These associations are embedded by having persons within the group who directly or indirectly is able to influence other members towards certain behaviors. Behavior is what keeps an informal group. This indicates that behaviors are the underlying success factors which tend to ensure that group members stay intact especially among informal groups.

Both informal and formal groups equally fall under primary or secondary groups depending on how they are formed. Primary groups are formed by individuals who are well known to each other and they frequently interact with each other for instance at the workplace or at home. Primary groups are more subtle given that individuals know each other on face to face and they interact daily making their communications are less strict (Fujishin, 2013). For instance, in an organisation, a certain department has staff who know each other by virtue of working together and socializing during off hours. In this aspect, primary group are more impactful in terms of establishing bonds and cohesiveness among individuals.

The day to day relationships and interactions builds strong associations that occasion to feeling of togetherness, love and belongingness. On the contrary, secondary groups are formed by members who do not necessarily know each other and may not interact on day to day frequencies. As such, secondary groups are contractual and are pegged on ideals that individuals have in common. Secondary groups are conscious and are formed by communications between the people who may not be close. Consequentially, secondary groups may not be as fulfilling as the primary groups given that interaction is indirect rather than direct (Franz, 2012). For example,

individuals may join certain online groups on social media in order to associate with others who are not known to them in real life.

Nevertheless, the formation and membership of both primary and secondary groups is dependent on the need to achieve some personal goals. Considering that at the initial stage, it is personal goals that matter and not the group goals, it is therefore becomes imperative to consider individual social and emotional needs particularly for the informal groups before joining such groups.

2.3 The Purpose of Informal Groups

The main reasons why informal groups emerge in organizations includes communication, social satisfaction and balance and security (Griffin, 1987). He further asserts that access to informal communication network or grapevine is the reason why people join informal organizations. He argues that people get information rapidly therefore they join the informal groups for continued timely information. He however points out that this information may not necessarily be accurate. People also participate in informal organizations to obtain balance and security or to counter tedious and routine work (Griffin, 1987). He argued that people derive comfort and social satisfaction by knowing that they are supported by others in the informal group. Considering that informal groups are unofficially formed it is therefore not straightforward to ascertain their purpose in strict terms. Informal groups exist but without formal structures. It is the need to socialize and obtain a sense of security that leads to their formation. Cole (1988) support the idea that unofficial groups are formed to meet social and security needs of the employees. He adds that the purposes may assimilate equally with organizational goals and also probable to be conflicting to them.

Experimentations by Elton Mayo and his colleagues in the 1920s and 1930s indicated that personnel formed informal groups within organizations to satisfy needs and expectations that are not met by the organization and these needs affect motivation and job effectiveness (Raadschelders, 2008). Elton Mayo on his part dealt with social problems in an organization (Mayo, 1949). Informal groups' directives are unanimously agreed upon since the leadership seeks to establish stable social structures which lead to a harmonious existence among members. Based on several

experiments, Mayo saw an enterprise as a social system of cliques, grapevines, informal status, rites and a combination of rational, irrational and illegal conduct. All these are capable of increasing an organization's performance.

Informal groups in organizations may affect significantly the operations of formal organizations (Saim, Cemberci, & Civelek, 2015). While the above scholars attempted to find out reasons why informal groups emerge in organizations, this research focused on the outcomes of informal groups on organizational performance. Informal group's membership is inadvertent and voluntary in individuals join these groups randomly and without prior plans (Levi, 2010). This is because informal group's formation is not an express process but is formed due to closeness and proximity of people with others through social interactions. Individuals become members instinctively by associating with others who share common ideologies and interests.

Whilst joining informal groups is random, the responsibilities are mutually shared and the achievements are equally enjoyed by all members. Being a member of an informal group builds confidence and eliminates the sense of loneliness since people are regarded as social beings. The binding trust in informal groups improves the confidence, team spirit and attitudes of individuals towards each other (White, Currie, & Lockett, 2016). At the same time, there exists a nexus between informal and formal group because, the trust and confidence build through informal interactions at the workplace is used in discharging the official duties. The intimacy among group members is vital in promoting peaceful coexistence and goes a long way towards fostering harmony.

2.4 Structure of Informal Groups

Informal groups are organisations randomly formed by people due to their proximity (Mullins, 2010). Informal groups are situational relationships which are formed in the working place by people with common beliefs and interests. Hence, these organisations do not have formal structures but thrive at the goodwill of each and every member. Members are often committed to pursue group objectives either individually or collectively. Group activities are done by all and there is not division of work or delegation even though these outfits often have an informal leader (Wellman, Newton, Wang, Waldman, & Lepine, 2019). In relation to this observation, group norms are key towards enhancing acceptable behaviors within the group. There

is not clear roles and responsibilities of every member in an informal group. Group communication is not strictly in form of established structures but follows the group processes that are impliedly established.

Group leadership is key to the success of group activities through facilitating inter group communications, intragroup communication and offering a nexus between the informal groups and the formal structures (White, Currie, & Lockett, 2016). In this respect therefore, group communication helps in solving conflicts between individuals within the group. Problems are unofficially communicated to group leadership who through established behaviors are able to manage such conflicts.

The decision making process of an informal group is done collectively through fast intra-members communications as everyone is involved in decision making (Mullins, 2010). The members decide on activities as they discuss on aspects that impact on their welfare and solidarity. Nevertheless, this process is often facilitated by group leaders who ensure that interests of all members are catered for in such a manner that solidarity is not lost and that decisions made delight all members. It is said that the structure of an informal group establishes itself through member's participation. Group leadership is elected or nominated by individuals assume leadership roles through participation (Levi, 2010). For example, in a situation where a certain person is often called to aid in solving conflicts and facilitated decision making, that person is regarded as the group leader without having been appointed formally.

The most active members of an informal group have the highest likelihood of being the leaders. Quite interesting, group strengthens people leadership skills and interpersonal skills because these are two fundamental skills that are pertinent towards the success of informal groups. Due to involvement of everyone in decision, at times the decisions making process may be slow and of made fast, may result into flawed decisions that can affect the group solidarity (Daniel, 2018). For this reason, decision making is made in the best methods possible in order not to diminish the confidence of members in the group and not to unfairly attack the emotions of members.

Informal groups create relationships that impact on formal groups in an organisation (Daniel, 2018). This is because, the interaction breeds closeness that is transferred in the formal set ups. For example, people who have tea together and attend to some social functions together when out of work are likely to be close even in the formal work engagements. It is in fact difficult to identify the boundary between informal

and formal interactions. According to Brooke, Treadway, Breland and Perrewe (2016) friendship and solidarity built through social interactions is hard to break. This therefore implies that informal groups are likely to impact on organisational performance.

Arguably, the formal structure is strictly governed by rules and regulations while the informal structure is coordinated through group standards and norms. Therefore, these norms can be applied in the formal organisation leading to improvements in performance. In absence of rules and regulations, informal groups are ran by strict norms and standards which governs individuals' behavior. Moreover, group loyalty fosters solidarity and cohesiveness enabling all members to participate in the activities of the group.

There are those who argue that informal groups are good grounds for addressing grievances facing workers in the formal structure (Grenberg, 2013). This is because, for example, a worker in the same informal group with his or her superior may find it more pleasant to voice their concern on work related issues. This informal communication can then establish a cordial relationship between employees and their seniors thus leading to enhanced performance (Brooke, Treadway, Breland, & Perrewe, 2016). Informal groups are a good source for obtaining feedback on organisational processes, procedures, policies and standards. Through informal structures, management is able to access feedback on policies which can be used to improve performance and employee relationship with their seniors.

The informal group is also used to reduce the burden of management in addressing each and every issue at the work place. There are issues that can be addressed by leadership in the informal groups such as staff to staff conflicts. This therefore leaves the management relieved and are able to attend to some other pertinent issues in the formal organisational management. Informal groups are also good controls to management's authority as they offer checks and balances. For example, a manager's reputation is best known from the perception of staff in their informal engagements. This can be of help to managers since it ensures they improve their skills on interpersonal and leadership skills at the work place (Mullins, 2010).

2.5 Advantages and Disadvantages of Informal Groups

Informal groups have both advantages and disadvantages. They can emphasize low performance norms, spread damaging rumors, unite one set of employees against the

other or undermine formal authority through informal leaders. Informal or unofficial groups exercise a strong influence over employee behavior (Cole, 1988; Griffin, 1987). This implies that these groups can lead to high or low performance of work in an organization.

Theodore argues that often the technology or organization created to support the individual is insufficient to meet job expectations and requirements established by the formal organization. In such instance's individuals turn to non-formal behavior to see to it that the job is done (Theodore, 1976). Arguments have been forth that it has been proven through research and experiences that problem solving, creativity and decision making is normally performed more effectively in groups (Schermerhorn, Osborn, Bien, & Hunt, 2012). One scholar Dubin acknowledged that "informal relations in the organization serve to preserve the organization from the self-destruction that would result from literal obedience to the formal policies, rules, regulations, and procedures." No institution or academy could operate simply by everyone adhering to the "letter of the law" in regards to written guidelines and processes. Faculty, employees, and student informal groups must collaborate in accomplishing the spirit of the law" (Sarkwa, 2011).

Informal groups provide satisfaction for employees that is usually lacking in their formal jobs (Griffin, 1987). Informal groups also have disadvantages. The Hawthorne studies indicated that they can restrict production and protect interests of the group members against the interests of the company they were working for. This means that informal groups can determine the level of output in an organization by influencing its members (Cole, 1988). The modern organisational environment requires intense collaborations and cohesiveness in order to get things done. Considering that informal groups are essential vehicles of establishing collaborations among employees in an organisation and enrich their behaviors positively by the networks so far formed, informal groups therefore can lead to improved performance. It is through the team work spirit that complex activities are done efficiently (Brinia, Papadopoulou, & Psoni, 2019). Moreover, informal groups create an environment that permits sharing of knowledge without much difficulties and this has an impact on performance of staff performance.

Whilst, it is not absolutely clear on how informal group's impact on performance, Parker (2004) argues that informal groups are sources of social networks within the organisations and this has a direct bearing on performance and performance of the

entire firm. The fundamental operations of informal groups entail activities that create social and emotional attachment among individuals. Managers are therefore in the dark when it comes to dissecting informal group's influences performance.

In relation to the fact that informal groups have their own pressure and fit-in requirements, such pressure may influence employee morale either positively or negatively hence influencing their performance. It is the collection of individual outputs that determines the overall efficiency in the entire organisations. The existence of mutual interest by individuals breeds informal groups. However, management tends to discredit the existence of the groups in that they view them as issues that lead to performance deteriorations (Fu, Ye, Tang, & Liu, 2019). Nevertheless, all organisations have informal groups and some are so powerful that they even influence the decision making in the formal organisational structure. As people interact in the work environment, they learn of shared interests making them to establish teams. These teams grow to informal groups that become so important to individuals. As defined earlier, an informal group is a social establishment which emerges inadvertently. They are not formed consciously but are key drivers of achieving social and emotional needs among people.

The basic contribution of informal groups is that they; offer friendship, security and protection to members, they are a source of advice, support and communication to members. The combination of these roles influences how behaviors and impact on morale at the work place. Mullins (2010) argues that informal groups are grounds on which employees learn leadership skills, obtains knowledge on work and leads to realization of the team spirit to work which is useful in the formal duties. Moreover, informal groups are not formed by individuals who have some common interests and are more prevalent when there is proximity. Informal groups can also lead to problems within the organisations. For instance, leadership wrangles in the informal groups can escalate to the formal structure and this impairs the performance of individuals and consequently that of the entire organisation. Notably, informal groups are source of power to individuals and if this power is not carefully checked it may lead to problems which may not be good to the organisation.

There are several characteristics that defines what an informal group is irrespective of its location or the organisation and are a source of problems that are most glaring. Foremost, there is no formal communication within the informal groups. In this respect, it means that there is no formally established channel of communication

within the informal groups leading to lack of information trail or accountability (Brinia, Papadopoulou, & Psoni, 2019). For example, a rumor can pass from one person so quickly such that it may be hard to tell the originator.

This has hazardous effect even to the harmonious existence of employees in the formal structure. Secondly, the lack of clear line of communication inhibits the enforcement of information and this is of detriment to the informal group as well as the organisation. Informal groups misunderstanding may escalate to the formal relationships which directly impairs on collaboration which is key success factor in modern day work environment.

Another problem associated with informal groups is lack of laid down goals and procedures of doing things (Daniel, 2018). This phenomenon characteristically leads to coordination challenges as it is not clear on who is supposed to do what and who supervises who. Informal groups consist of members from different departments and managerial positions whose relationships are informal. In the event that staff fail to demarcate these associations, it may occasion to employees being at loggerheads with each other and their seniors as well. The informal leaders in an informal group may not have a space in the formal structure and this is a recipe to chaos and misunderstandings among the members. Considering that an informal group has members from different functions and of different positions, there may be a risk that the formal leaders and informal leaders may conflicts. More so, a junior may be a leader of an informal group which may lead to challenges.

It is possible for informal groups to manipulate the formal system and influence employees rewards and punishments and this may lead to low efficiency and poor performance among individual members (White, Currie, & Lockett, 2016). The lack of formal framework for running informal groups may lead to undesirable and unfair treatment for individual members. Should there be disturbances within the informal groups, chances of negatively the informal groups negatively affecting the self-esteem, social needs and safety of individual members are high. Ideally, what is valuable for informal group is not out rightly good for the entire organisation. For instance, informal groups may lead to time wastage where employees are more concerned with the social needs such as taking time to have coffee when they should be working (Brinia, Papadopoulou, & Psoni, 2019). At the overall, literature has

pointed that informal groups have both advantages and disadvantages in respect to organisational performance.

In summary, where the objectives and goals of the informal groups are in perfect congruency with the organisation activities and limits, they may lead to sense of safety, security and enhance self-esteem which is valuable to the individual employee and improves performance of individuals and that of the entire organisation. To the contrary, an unstable informal group whose goals and objectives conflict with those of the organisation is likely to cause problems and lead to reduced performance among employees and in the organisation.

2.6 Nexus between Informal and Organisational Performance

The association between informal groups and organisational performance is a critical phenomenon which has been widely researched and written on. It is argued that one cannot wholesomely neglect the existence of informal groups within organization's formal structure. This is because, the informal groups can be conspicuous or at time small but their effects can be felt all over the organisation (Ogohi, 2018). Informal groups exist because individuals pursue to satisfy some human needs such as compassion, emotional attachments and mutual trust. Given this observation, informal groups do exist without or with the knowledge of the members forming them or management. There is a nexus between informal and formal groups. The informal groups can influence the effectiveness of the formal organisation in the day to day duties at the work place (Anand, 2019). Informal leaders are expected to bridge the needs of the informal groups and those of the formal organisation in order to achieve cooperation which can improve meeting of informal group goals and the organisational goals. The reputation of the group leader can be used by the formal management to manage the staff. For example, in the event that there is a labour dispute between staff and management, the informal leaders can act as the mediator between the two. This is because, the informal leader is picked based on reputation and perceived leadership skills (Carnabuci, Emery, & Brinberg, 2018).

Informal group activities lead to social work teams in which the goals of the formal organisation can be achieved more efficiently and effectively through cooperation and team work (Anand, 2019). The informal structures are built on shared interests and therefore comprise of people from different departments indicating that they are

platforms for sharing knowledge within the organisation in spite of the lack of a commonly agreed upon framework in which informal organisations impact on performance of organisations.

Informal groupings focus on social needs and not the organisational goals since they are not formally constituted (Hussein, 1989). It is the formal duties and routines that bring people close to each other and they become members of informal groups randomly. Through this proximity, a sense of belonging is achieved and this improves the work morale for employees leading to an increase in employee performance. There are expectations that members of informal groups have and should these coincide with those of the formal organisation, the overall effect would be increase in performance and performance. Informal groups affect individual and organisational behavior. Individuals join informal groups in pursuit of some human needs such as need for security, protection and friendship and in the process they adopt and adapt to the norms and standards that such groups have, hence leading to behavioral change (Nkala & Barbara, 2014).

Informal groups are influential to individual behavior as for one to join and remain members of such groupings, they are expected to adhere and follow the norms. Those that do not conform to group norms and standards are often eliminated from the groups not authoritatively but through natural selection. Arguably, individuals are not forced to join the groups but do so on the need for friendship and security among other reasons. As noted earlier, informal groups have a bearing on organisational behavior since it is the same individuals in the informal set ups that are in the formal organisation (Saim, Cemberci, & Civelek, 2015). In relation to this, informal groups are the platforms in which the organisational culture is formed and transferred from one generation of workers to other. For example, the informal group communications influences new workers perception about the organisation and how things are done thus having a direct impact on organisational culture. Considering that behavioral scientists agree that organisational culture affects performance, then informal groups are likely to influence performance albeit indirectly.

The needs of the staff that the formal organisation is not able to satisfy are best satisfied through the informal groups (White, Currie, & Lockett, 2016). For example, informal groups are common in organisations in which they seek the health and mental fitness of individuals. In this connection, employees join gyms and fitness

centres together even though they may not be aware that they are indeed in informal groups. Moreover, informal groups are important in establishing the motivation to employees through compassion links and elimination of bad attitudes and personal prejudices at the work place.

This improves the work morale of employees and can lead to improved performance (Monique & Michael, 2015). Noting that informal groups survival is a function of norms, then the norms can be structured in such a way that the employee motivation is enhanced leading to improvement in performance. It is argued that the formal organisation may overlook some social needs that individuals needs and this leads to poor performance. In order to fill this gap that the formal organisation is unaware of, the informal group exist as they are able to provide friendship, security and protection needs to their members.

It is argued that informal groups are fundamental in establishing innovations enabling undertaking of complex job activities which would otherwise be time consuming or not possible if left in the hands of the formal structures of leadership. Through the day to day social interactions, employees are able to identify the strengths of each one of them and should a complex task emerge, they are able to manage it efficiently and effectively leading to improvement in organizational performance (Ibidunni, Kolawole, Olukundun, & Ogbari, 2020). The creativity of informal groups can lead to identification of new products and new ideas of doing things which can enhance organisational performance. Moreover, the informal groups can lead to creation of warm relationships among staff which leads to more performance due to harmony among juniors and their seniors.

In absence of harmony between juniors and seniors, conflicts arise and this leads to reduction of performance (Daniel, 2018). It is argued that informal groups are key towards organisational change and in some cases they can equally lead to cultural interactions which make organizational change more pleasant. Organisations are often involved in various changes such as change of rules and regulations, job descriptions, salaries and wages regulations, human resources policies and all these changes affect the employees. Through the informal groups, such changes can be adopted easily especially if they coincide with the organisational goals.

2.7 Informal Group Cohesiveness

Cohesiveness is the force that holds a group together. Some of the factors that determine how cohesive a group is include the size of the group; management demands, pressures and achievement of goals of the group members. Research has generally indicated that groups that are highly cohesive are more effective than those with less cohesion.

Cohesiveness influences performance and performance influences cohesiveness (Berkowitz, 1954). Cohesiveness is enhanced in order to combat the external threat. He says that management threats bring together groups of employees who may not be cohesive before the threat. He found out that all employees in an organization can support an employee under threat from management but if the group feels that they may not succeed against the management then it dissolves as a source of security. If a supervisor introduces a new standard that is perceived as a risk to security by group members, the group becomes more united against the new norm (Zander, 1979). Theodore (1976) identifies a cohesive group as one that has an enhanced communication network responsive to the needs of its members. He argued that a loose group of acquaintances is likely to develop into a tightly knit informal group with anti-management and militant attitudes.

Theodore explained clearly that the effects the informal groups have on workers and group performance is an indirect result of cohesiveness of the social group. He found out that even though the purpose behind informal behavior is to satisfy human needs and not necessarily organization needs, work related activities and interactions may affect work performance. He also found out that highly cohesive informal groups can either increase or lower performance when they are allocated particular tasks to perform. Cole (1988) describes cohesiveness of a group as the magnitude to which the group members build up solid connections to each other and to the group as a whole. He argues that the capacity of a group to draw fresh memberships is vital and adds that a unified group is that which exhibits robust links of allegiance among its members and adheres to laid down standards.

He argues that physical closeness of people leads to greater interaction between the group members and relative isolation acts as a barrier to interaction. He talks of social environment as enhancing cohesiveness more than the physical environment. Cole suggest factors that encourage cohesiveness in a group such as resemblance of work, physical closeness, structures of work, job structure, group size (especially small size), exterior pressures, prospects of compensation, management style of the leader

and ordinary special characteristics such as age and gender (Cole, 1988). The author argues that if a group has achieved cohesion it cannot be easily influenced by external forces and that change can only be realized if the key group leaders agree to adopt new ways. He however notes that less cohesive groups are easily changed by external forces.

This view has been supported by Elton Mayo when he argues that external forces can only have a major impact if management does not pay enough devotion to the expansion of cohesive work groups in their organizations. (Raadschelders, 2008). Ellis and Penny (2003) conducted a study of the behavior of the American government during the Cuban Missile Crisis which almost caused a nuclear exchange between Russia and America. It was found out that the group that was dealing with the crisis was very united. One of the findings was that because of the degree of cohesiveness, the Americans focused on the morale and group dynamics excluding all others. However, even if a group is cohesive it may not lead to higher performance but may lead to more effort being put on the social interactions instead of focusing on the organizational goals (Laurie, 1996).

Another researcher who investigated the effects of group cohesion in an industrial setting is (Seashore, 1954). He found out that managers need to be careful about cohesion of work groups because a high degree of cohesion makes group members concentrate on social interactions. He also found out that high degree of cohesion led to less absenteeism among employees and consequently leading to higher production (Ellis & Dick, 2003). Group cohesiveness can also be affected by the length of time spent together group size and external threats or previous successes.

Groups that lack harmony and have internal differences and do not cooperate could be less effective in performing their tasks to completion. On the contrary groups that have individuals who cooperate, agree and like each other are more effective in accomplishing tasks (Robbins, 1993). Results of research conducted to find out whether group cohesiveness affects task accomplishment shows that the more group memberships are concerned with one another, the more the group goals align with individual goals hence more cohesiveness (Robbins, 1993). Research has also shown that as group members spend more time together, they talk more and engage in many interactions.

People who spend more time together due to close proximity are more cohesive. Research conducted by John T. Gullahorn on “Distance and Friendship as factors in the gross interaction Matrix” in one organization pointed out found out that the distance between their desks determined their interaction rates quoted in (Robbins, 1993). Informal group cohesiveness is achieved through effective communication among the group members.

Without effective communication group objectives and cohesiveness is likely to be flawed hence leading to disharmony within the group. Exchange of information unofficially is referred to as informal communication. This can happen through unofficial relations such as friendship sharing the same place of work or at social occasions. Grapevine or rumors is a form of informal communication where it’s difficult to establish its path. According to Handy (1993) informal groups have grapevine or informal communication. They pass information quickly throughout the organization and in some cases spread incorrect rumors not supported by evidence. There is a possibility of distortion of information and rumors in grapevine. Information passed through grapevine can be unreliable and unsystematic. However informal communication has advantages such as faster spread of information. Communication satisfies the immediate social needs of individuals as well as relieving employees of stress in an organization .It is done in a free environment and assists in solving difficult challenges.

2.8 Informal Group Norms

Group norms are the accepted standards of social and work behavior by the group Cole (1988) argues that group norms develop due to influence of key individuals, the style of management and the nature of management procedures. He asserts that group norms set by group members may not correspond with the norms set by the organization. He advises against interfering with social standards set by groups. In Cole’s words, ‘where non-work norms are concerned, it may be advisable not to interfere with social standards set by the group. The Bank Wiring Observation Room experiment conducted by Mayo showed that informal groups protected their members from both internal and external interference.

This indicated that group norms may be more important than individual self-interest and that conformity to informal group norms is core in groups. Mayo found out that group members protect one another and find this more important than cooperating to advance organizational objectives (Raadschelders, 2008). Norms govern group

behavior through establishment of rules acceptable to the group. Positive norms are important to organizational effectiveness (Umstot, 1984). Norms are critical for informal groups because they stipulate the expected behavior that each member is supposed to adhere to (Brinia, Papadopoulou, & Psoni, 2019). Ideally norms are standards of behavior that govern members of a certain association be it formal or otherwise. Without strict norms, it is virtually impossible for individuals to peacefully coexist given that at time goals conflicts.

Informal groups have greater and stronger norms than the formal ones owing to the fact that informal groups are not formed deliberately but are associations for people with shared interests. In this aspect, norms aid in defining the relationship between individuals and that of the entire group. Considering that informal groups are formed in an attempt to meet individual's social and emotional needs, it is therefore critical for them to have norms that ensure the safety and self-esteem is upheld (Berkowitz, 1954). The relative importance of norms of informal groups is higher than it is for formal groups since the latter has formal regulations that guide actions and inactions of individuals. Moreover informal groups are driven by the needs of people other than those of the organisation they work for. Hence, it is the existence of norms that keeps the members together. In essence, informal groups have established taboos and beliefs even though not in writing.

Informal group norms are subtle in group management since they lead to compatibility, influence and togetherness within the group (Mullins, 2010). Hence, standards of behavior are likely to make the informal group longer. And considering that these norms are the standards of good and bad, acceptable and non-acceptable conducts by individuals among the members, then norms are likely to influence the relationships even at the formal scale. Whilst, informal group membership is rather voluntarily and promoted by existence of shared interests, staying as a member is dependent on adherence to the norms as required. Notably, these norms are not enforced as rules and regulations are done in the formal settings but individuals often find pressured to conform to the standards of behavior. Group norms conformity is of paramount importance as it keeps one a member (Hussein, 1989).

Norms are important in creating a cohesive environment that helps an informal group thrive. In an informal organisation, there are no rules that are expressly written as it is the case for formal organisations. The norms that characterize informal groups goes

beyond the mere relationships between individuals to cohesiveness and synergism. Norms are important precepts for solving problems in an informal organisation in that they govern what need to be each individual thereby establishing stable behavioral relationships (Fu, Ye, Tang, & Liu, 2019). It is norms that influence the effectiveness of group's activities and also provides a remarkable avenue for decision making and problem solving.

Without group norms, activities are done in a haphazard manner which at the overall is likely to lead collapsing of groups. Norms makes activities and operations of both formal and informal organisations to be in coherent manner and in a regular form. Leaders of informal groups are responsible of enforcing norms as it is only through such norms that objectives of a group can be formed. Informal groups can exist within the formal groups that are established by organisations in order to pursue some specified objectives (White, Currie, & Lockett, 2016).

In this aspect, the norms governing the formal groups can be replicated within the informal groups thus aiding in fostering good relationship among individuals forming such groups. Since, informal groups are formed spontaneously without any formal structure, it is therefore possible that the norms are equally established inadvertently without any formal structure. However, norms are binding to all members of a given informal organisation. Informal groups are not formal structures and but at the same time are rigid associations which the management may find difficult or even impossible to uproot (Fuse, Takenouchi, & Tokumaru, 2020). In absence of formally agreed upon governance mechanisms, informal organisations therefore rely heavily on groups norms in ensuring mutual respect and harmony. The groups are key contributors to overall culture in the organisation through communications, networks and social relations. It is this togetherness that leads to establishment of norms which are key governing issues to wellness of informal groups. Clear norms are antecedents of strong informal groups and the reverse case is true where there are not standards of conduct and behaviors (Nikko, Curtis, Fayard, & Kelly, 2020).

2.9 Leadership of Informal Groups

According to Lewin (1997) most informal groups are regulated via a manager and these informal groups have the competence of either being for or against organizations goals. In his research Mayo found out that both informal and formal teams at the work place depend on leadership and supervision quality. He found

informal leadership to be also important and noted that a supervisor who responded to employee problems and involved participation of workers in matters affecting them faced fewer problems in management (Raadschelders, 2008).

Informal groups are likely to have more than one leader (Gavrillets, Auerbach, & Mark, 2016). Leaders of these groups are an important factor because of the influence they have over the other members. This leader need not be high ranking employee in the organization. A person who is usually consulted by group members or the one people like hanging out with is likely to be the leader of the informal group. Informal group systems operate together with formal groups to create better working environments in the organizations (DeRue, Jennifer , & Ashford, 2015). Informal groups are encouraged to thrive but controlled in many organizations in order to promote employee job satisfaction. All the same they are monitored to ensure their activities don't get out of hand. This research sought to get answers on how group leadership affects organizational performance.

Group leadership is crucial in setting up a cohesive framework that efficient strategies are put in place to ensure that the decision making process is streamlined and does not have bottlenecks (Wellman, Newton, Wang, Waldman, & Lepine, 2019). Whilst, these informal leaders are not formally appointed they are valuable in ensuring that social relations and social networks are maintained in healthy forms and that the dynamics of groups are managed. Strong informal leadership ensures that group dynamics are managed without breaking the groups. Effective decision making is critical in that it builds consensus and improves the relationship between individuals. Notably, the leadership is responsible for failures and success of the informal groups and therefore goes a long way towards fostering the performance of individuals and that of organisations. Informal leadership skills are key towards ensuring that informal group works and that they enhance the cohesiveness among members is upheld (Brooke, Treadway, Breland, & Perrewe, 2016).

Moreover, interpersonal skills are subtle towards ensuring that the members are able to relate with each other in a harmonious manner. Even though the leadership qualities of informal organisation leadership is not keenly decided while groups are being formed, it is critical that the leaders be in possession of some certain basic skills

which ensures that decision making is made in the best way possible (Cook, Meyer, & Gocklel, 2019). Informal group's leadership aims at enforcing norms which are geared towards establishment of mutual respect, harmony and are in congruent with the rules and regulations of the organisation are likely to enhance the spirit of team work and this improves efficiency and performance of staff (Rohman, 2020).

Whilst, norms are unwritten rules, they stipulate how information is passed from one person to another and how problems are solved by the help of able leadership. In the event that norms have successfully led to cohesiveness, it is therefore practical to state that performance of the organisation is likely to improve. Norms and leadership dictate the conduct of people and define what is admissible from what is not acceptable. For this reason, norms aid in achieving the group's purposes and goals. Norms being rules that infer on relationships among people are therefore crucial in forming the mechanism that leads to amicable conflict resolutions. Conflicts are often present among individuals in both formal and informal groups (Berkowitz, 1954). In this respect, norms aid in helping the informal leadership deal with conflicts and prevent groups from disintegrating. However, where informal group norms conflict with the formal rules and regulations of an organisation, performance is likely to be impaired. For instance, if staff in an organisation deem it a standard behavior in taking coffee during working hours, a lot of time may be channeled into unproductive group activities at the expense of the company's goals. This therefore reduces their efficiency and is likely to lead to disputes between staff and management thus lowering performance in the organisation.

Lastly, it is argued that informal groups in an organisation can be of value as they lead to satisfaction of social needs among employees, encourages cooperation and teamwork thus improving performance of staff and performance of organisations (Saim, Cemberci, & Civelek, 2015). However, the same groups can be a source of nightmare for management especially where the informal groups and that of the company are not in agreement if the leadership of informal groups pursues goals that are not in line with those of the organisation.

Informal leadership is a political system which can significantly affect individual performance and the organisation performance. Informal group leadership is built on trust and this indicates the need to have political skills on the part of informal group leadership. Groups are dynamic and therefore it is necessary for leadership to have

some political skills which can be used in uniting the members (Saim, Cemberci, & Civelek, 2015). The leadership must therefore be characterised with legitimacy which can be enshrined by its ability to meet the employee's needs in the group.

2.10 Empirical Review on Role of Informal Group on Organizational Performance

Various scholars have sought to substantiate on the role of informal groups on organizational functioning in different parts of the world. In Turkey, Saim, Cemberci, and Civelek (2015) examined groups and their effects organizations. This study took a content analysis design in which data was obtained from secondary sources. The authors were motivated to examine how different types of groups influences performance of the organizations. They revealed that there were different types of groups that existed either formally or informally within organizations. In addition, they noted that is the goals of groups and formations that distinguishes informal and informal groups. Also, it was revealed that both formal and informal groups have positive or negative influences on organizations.

In Zimbabwe, Nkala and Barbara (2014) examined how informal groups influenced performance of employee among High schools in Bulawayo province. The study adopted a descriptive research design in which first hand data was obtained from teachers and principals of the schools. The tool that was used to harness data was a questionnaire and an interview guide. Upon data processing it was revealed that existence and contribution of informal groups in organizations affected performance of employees and the entire entities at large.

In Nigeria, Ogohi, (2018) investigated on impact of informal groups on organizational functioning. This study was a survey of three hundred and nineteen employees of construction companies from which first-hand information was assembled from issuance of enquiry forms. The study analyzed data in form of quantitative techniques where the Pearson Product moment correlation was majorly impacted. Results revealed that informal groups play a major role on both employee and organizational performance.

In addition, it was revealed that existence of informal groups had a positive bearing on self-confidence of employees thus improving their performance levels. Another researcher, Sarkwa (2011) did a study on informal relations and the effects on industrial organizations using coca cola bottling company and Ghana Breweries Ltd

in Kumasi. The researcher used a sample of 200 respondents out of 520 workers in two departments, namely; the production and administrative departments. The findings were that informal groups can be either useful or problematic in an organization.

Problematic in that once they form their own norms group thinking occurs and this can affect performance and overall organizational morale. Members of an informal group can have conflicting loyalties. The researchers also cite false rumors that can affect organizational performance negatively. Using a descriptive research design, (Abbas, 2018) undertook a study that sought to establish the effect of informal groups on performance. In this study, first-hand information and data was gathered from a sample of forty eight respondents drawn from Pharmaceuticals in Philadelphia. The researcher was motivated to assess and establish the reasons that makes people engage in informal group activities at the workplace, define the features that uniquely identified informal groups and examine the effect of informal groups on performance. The study was anchored on McClelland's theory that defines why associations among people exists and the expectancy theory. Results indicated that informal groups lacked formal rules, had moderately diverse individual personalities and traits and was moderately significant in establishing motivation among staff. Secondly, the results indicated that to a large extent, informal groups fostered performance among the employees which improved overall organisational performance.

Attoh, Acheampong and Owusu (2016) examined the effect of informal relations on performance and focused on commercial banks at the Kwame Nkrumah University in Kumasi in Ghana. The main motivation for this study was based on the reason that literature had indicated diverse opinions on role of informal groups on performance of organisations and performance of staff. Primary data was collected from staff of banks comprising of managers and other staff. In sourcing for responses, a structured questionnaire was used from which results indicated that indeed informal group played a crucial role on performance of staff and performance of firms. Inferences drawn from the study indicated that informal groups are crucial in fostering creativity and innovativeness among staff and this leads to an increase in performance. At the same time, the study noted that informal groups are natural settings and they fulfil psychological and emotional needs which enhance work morale leading to improved performance among staff. Moreover, the study recommended that managers need to encourage such informal relations in order to promote cohesiveness.

2.10.1 Critique of Previous Studies and Research Gaps

Saim, Cemberci, and Civelek (2015) examined groups and their effects organizations. Whilst this study provides valuable information on groups and their dynamic, it did not entail actual field data collection. This current study issued questionnaires in data collection and as such empirical evidence has been documented. Nkala and Barbara (2014) examined how informal groups influenced performance of employee among High schools in Bulawayo province. In as much as this study is instrumental as it assessed organizational performance and informal group, its methodology was shallow. This instant study used quasi experimental study design in which data was collected in two phases. This enabled making of crucial inferences on whether informal groups influence organizational performance.

Ogohi (2018) investigated on bearing of informal groups on organizational functioning. Whilst this study is pivotal in that it tested both employee performance and organizational as dependent variables, it employed simple statistics in data processing. This current study entailed a quasi-experiment that is more instrumental in making inferences on effect of factors on some other factors. Hence, this instant study builds on this study undertaken in Nigeria. Sarkwa (2011) did a study on informal relations and the effects on industrial organizations using Coca Cola Bottling Company and Ghana Breweries Ltd in Kumasi. Similarly, its terms of weaknesses, this enquiry used a simple descriptive study design. The current study was a quasi-experimental survey.

Evidently therefore, there exists a research gap in terms of contextual and conceptual gaps that need to be filled. For instance, the previous studies have not used quasi experimental research design. Also, the studies have not adopted similar variables like those used in this study. Equally, there is a scarcity of empirical reviews in the Kenyan context thus making this study important. In filling the gap, the study pursued to establish the consequence of informal groups on organizational performance in the Ministry of Interior and Coordination of Government- Lari Sub County.

2.11 Theoretical and Conceptual Framework

2.11.1 Theoretical Frame Work

Informal groups mainly borrow from human relations theories that was developed in the early 20th Century and dealt with social problems in organizations (Jimenez, 2007). He conducted several experiments and concluded that organizations are social systems of circles, grapevines, informal status, rites and a combination of reasonable, non-logical and illegal conduct. He found out that all of these are capable of increasing an organization's performance (Bruce & Nyland, 2011). Experiment one involved use of illumination to understand what level of lighting was necessary to improve performance. The results of this experiment were that performance remained the same no matter the illumination level and Elton concluded that it was because workers were aware, they were under observation. In experiment number two some selected six women workers were placed in the relay assembly room were taken off the assembly line and placed in a special room then given rest period (Obedgiu, 2017). The women were consulted before any changes were made.

The results of the experiment were that performance increased instead of increasing whether the working conditions were good or bad. In the third experiment, interviews programs were conducted on working conditions by supervisors. In the fourth experiment workers were placed in a bank wiring study room and paid according to how many transactions they carried out. Human relations theory expected increased in performance but, on the contrary remained static occasioned by informal pressure from other workers not to outperform one another. The findings of this study showed that individual work output is determined by his social interactions rather than his own physical capacity. Another finding was that workers react as a group to management than individuals. Communication was also identified affecting workers behavior as well as participation. Mayo found out that the need for belonging is a basic motivation for individuals at the work place. He found out that improved performance was related to satisfaction of individual social needs and pleasant supervision. This theory came to be referred to as the Hawthorne studies (O'Connor, 1999).

Human relations theory has major advantages in understanding organisational behavior and its result on organisational performance. For instance, human relations theory recognizes the role of relationships at the working place. The theory indicates that good relationships at the work place improve job satisfaction as social needs and

safety needs are met thus creating a good environment for improved performance (Onday, 2016). Human relations theory recognizes that there is a need for management to consider social needs of employees and permit social interactions in a way that good will is achieved and that there is a sense of belongingness among workers. Informal groups are formed by staff without the formal sanctions of management. However, these informal groups go a long way in enhancing performance by influencing behavior in the organisation. Group processes and rewards are recognized as key items in creating harmony within informal groups and these impact on organisational performance. Through sufficient human relations, formal and informal groups are created and enable sharing of skills and knowledge which typically improves organisational performance. Moreover, human relations theory principles can be used to build lasting relationships within the organisations thus promoting good communication, team work and job satisfaction that potentially enhances organisational performance (Bruce & Nyland, 2011).

Whilst the human relations theory has been presumed to be vital in ascertaining human behavior in an organisation and existence of informal groupings in the organisation and their role on organisational performance, it has not passed without criticisms. For example, the theory does not empirically provide substantial evidence that informal set ups contribute to worker satisfactions that ultimately enhances performance (Kippings & Clark, 2015). This observation is based on the reason that workers may be satisfied in meeting their social needs by being members of informal groups but fail to translate the satisfaction to improved performance. In addition, the theory is confined to the precepts of enhanced team work but fails to explain how this can be achieved. In this aspect the theory fails to meet the test of applicability as the results of boosting relations may actually yield different outcomes in respect to organisational performance.

Human relations theorists have also failed to consider that human beings are not so simplistic in that there is no one way to motivate workers in an attempt to improve organisational performance. The theory assumes that individuals are social beings are fundamentally motivated to achieve social needs (Bruce & Nyland, 2011). This is not usually the case as people are not in need of social needs such as sense of belongingness and safety but equally seek economic materials such as good pay.

This therefore means that behavior of human beings is complex and should not be understood in one way of social needs. In this aspect, as much as informal groups provide social needs they may not increase workers satisfaction at the work place thus limit organisational performance. Human relation theory presumes that satisfied workers often lead to improved performance but this is not always the case. For example, workers may be more concerned with their social needs at the expense of organisational goals thus lowering the performance. Moreover satisfied workers do not necessarily lead to better organisational performance (Onday, 2016).

2.11.2 Conceptual Framework

A conceptual frame work shows the hypothesized association among variables. In this exploration, there are two types of variables; dependent and independent variables. The independent variables are informal groups and the dependent variables is organizational performance.

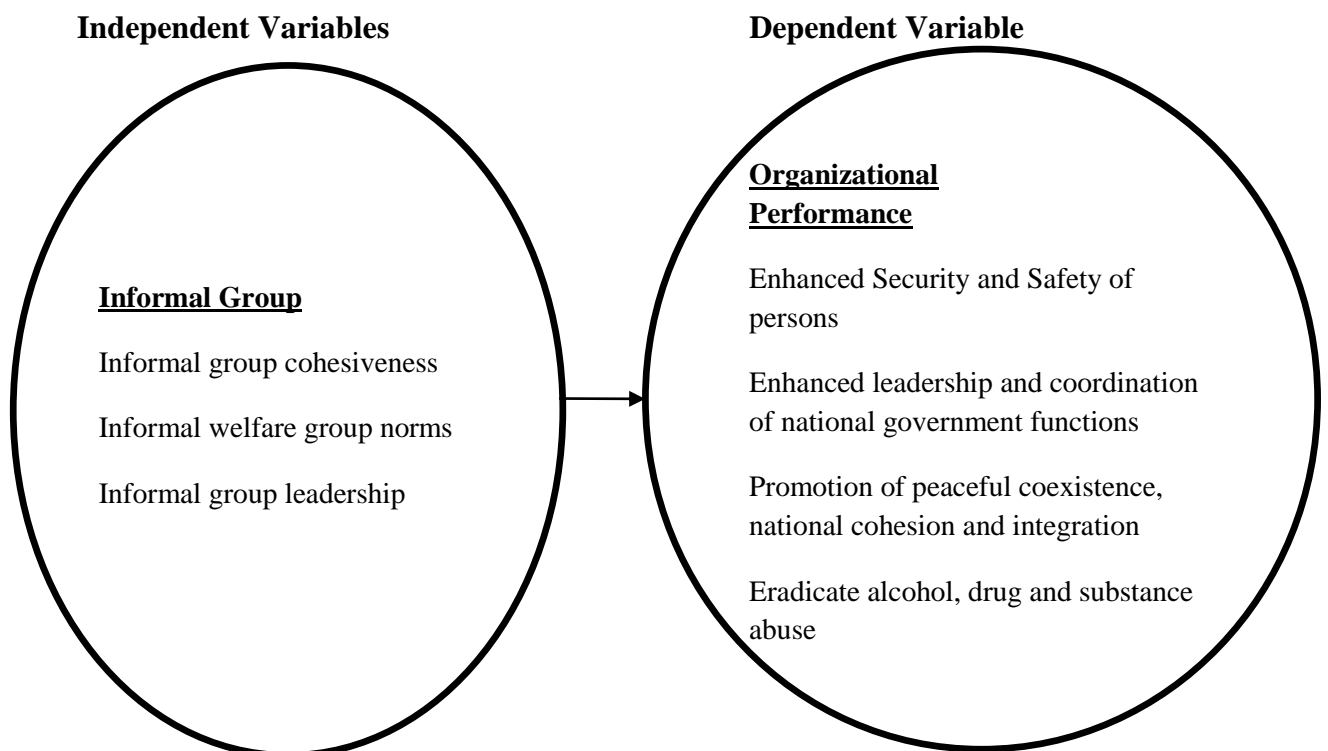


Figure 2. 1 Conceptual Framework

2.12 Research Hypothesis

This exploration sought to examine the below alternative hypothesis:

H1. Existence of informal groups in organizations leads to improvement in organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This segment entails an analysis of the study approach. It seeks to explain the practical aspects of a research, that is, information assembling and information exploration. Research methodology is determined by the need of the study, type of information to be assembled and the kind of answers that a given study seeks to achieve. This chapter is organized into: research strategy, focus populace, sample size and sampling procedures, information assembly process, information exploration and ethical considerations.

3.2 Research Design

A research strategy is a strategy that summaries the steps of information gathering and exploration in a way that the goals of the enquiry are met and enquiry queries satisfactorily answered. An exploration design sets the terms of information gathering and data analysis (Sekaran & Bougie, 2010). In this respect, an exploration strategy is a blueprint of activities that seeks to provide a solution to the research problem. An exploration strategy as a procedure of situations in way that information assembling and data exploration is done in a coherent method (Cooper & Schindler, 2014).

This enquiry embraced a quasi-experimental strategy. A quasi experiment is a type of research design where data is collected in two phases: the baseline and a follow up survey (end line). A quasi-experiment provides comparative data in the control site and experiment (intervention) site (Shadish, Cook, & Campbell, 2002). In the first phase, data is collected at the baseline for both sites and after a series of interventions have been expressly implemented in the experiment site for a period of substantial time, a follow up survey is done.

Thus, a quasi-experiment facilitates the understanding of whether the activities (interventions) are indeed significant in enhancing the respondents to act towards some desired results. In addition, quasi-experiment has more internal validity than other simplistic designs such as observational. A quasi-experiment is vital specifically

where randomization is not possible but adopts convenience in selection of the experiment and control site (Creswell, 2013). Thus, the design allows collection of data without disrupting the groups.

In this respect, quasi experiment provides information on what actions leads to the desired results as data is collected from control and intervention sites. This study seeks to identify whether the presence of informal groups influences organizational performance in Lari Sub-County.

3.3 Target Population

The focus populace refers to all components that have some common and unique identifiable characteristics. A target population denotes to the whole composition of units, elements or people that are to be studied or which a research is based on (Krishnaswamy & Satyaprasad, 2010). In this respect, the focus populace of this enquiry composes of all personnel working under the Deputy County Commissioner Lari Sub-County, in Kiambu County. There are 217 personnel and this number was the focus populace of this enquiry.

3.4 Sample Size and Sampling Procedure

A sample size is a small portion of the focus populace that is considered for data exploration where a census is not feasible. This study employed a statistical sampling method in computation of the sample size.

The study used the Fisher formula that is a good method of computing the sample size (Mugenda & Mugenda, 2012). The formula is set as:

$$n_f = \frac{z^2 pq}{e^2}$$

Where n_f is the sum of pieces to be chosen as the sample size, Z is the confidence interval (for example 1.96 for 95 % confidence interval) for a normal quartile and p is the portion of the populace with the preferred qualities, participation in informal group activities such as having lunch together and being members of welfare association in the organization and $q= 1-p$, that is the anticipated margin of error which is 5 % for this study. This study was undertaken at 95 % confidence interval with a margin of error of 5 %. When the values are fixed, the formula becomes:

$$n_f = \frac{z^2 pq}{e^2} = \frac{1.96^2 * 0.5 * 0.5}{0.05^2} = 384$$

However, the formula is used as is where the target population has more than 10, 000 items, otherwise it is modified as:

$$n = \frac{n_f}{1 + \frac{n_f - 1}{N}}$$

$$n = 384 / \{1 + (383/217)\}$$

$$= 139 \text{ personnel}$$

This study therefore had 139 personnel as the sample size. The individual personnel were selected using stratified sampling techniques. Stratified technique entails the division of the sample into strata in order to give each participant an equivalent opportunity of being nominated for data collection. Further, use of stratified sampling technique validates the generalization of the findings. Stratified sampling technique ensures that varied results are obtained as all units in the focus populace have an equivalent opportunity of being nominated as participants in the enquiry. Since, the Ministry of Interior has several clusters of personnel; the study adopted a method that ensured that those participants that were selected could be reached and that they worked at the same place or reported to the same authority. The stratification is as shown on Table 3.1

Table 3. 1 Sample Size Determination

| Strata | Frequency | Percentage |
|-------------------------|------------------|-------------------|
| Administrative officers | 4 | 2.88 |
| Chiefs | 19 | 13.67 |
| Assistant Chiefs | 43 | 30.94 |
| Clerical staff | 16 | 11.51 |
| Subordinate Staff | 1 | 0.71 |
| Police Officers | 53 | 38.12 |
| Drivers | 3 | 2.16 |
| TOTAL | 139 | 100 |

Source: Sub County Human Resource Manager –Lari Sub County, 2020)

3.5 Data Collection Procedure

The study was conducted in two phases adopting a quasi-experimental research design. First, the sample size was divided in two groups in order to allow the collection of data on organizational performance where informal groups expressly exists and where they do not exist or the respondents are not consciously aware that they are in informal groups. Thus, the study had the control site and the invention site (experiment site). The intervention site had 70 personnel while the control site had 69 personnel. At the baseline, data was collected from both sites in order to provide data for pretest phase.

The study recruited 139 respondents in order to demonstrate the consequences of informal group on organizational performance. The enquiry was carried out in Lari Sub-County and the two sites were distanced geographically in order to ensure that data collection shows a clear cutline between the control arm and the intervention arm. At both `used meaning that the study were paired designs in both pretest and post

phases. The time difference was two months. Information was assembled using interview-based structured questionnaire in both pretest and posttest phases. The researcher ensured that the questionnaire has validity and reliability.

This enquiry embraced content validity which infers to the ability of the instrument in collecting meaningful and comprehensive data with respect to what it is expected to collect. The reliability of a research instrument measures the ability of the tool in collecting consistent results. This enquiry embraced the Cronbach Alpha in testing for internal consistency. The rule of the thumb is that a research instrument is dependable where the Cronbach's alpha is more than 0.700 (Sekaran & Bougie, 2010). At the baseline survey, bio data about the respondents was collected, data on informal groups' activities such as being members of welfare groups, having tea breaks together, time-offs together, hiking together, watching outdoor games together among other items.

Organizational performance was measured in terms of how the personnel were effective in achieving their goals such as reducing crime rates and reduction of production of illicit brews among others measures. During the intervention phases, the personnel in the experiment site were motivated to establish cohesiveness with each other through various strategies such as: having tea together frequently, walking together and exercising together. They were encouraged to start welfare groups among themselves and they were encouraged to have time off together in order to promote togetherness and establish a sense of belonging among themselves. After two months, the end line survey was conducted in both control and intervention sites. The control and intervention sites were separate stations in the divisions which were identified during data collection. This means that the chance of using same respondents at both phases was eliminated as the separation of the sites improved data collection.

3.5.1 Interventions

Specifically this study undertook several interventions in order to enable the assessment of effect of informal groups on organizational performance in the Ministry of Interior and Coordination of Government- Lari Sub County. Since, the study focused on informal groups, respondents in the invention site were motivated to form welfare groups in which they met on weekly basis during the time of study.

There were five welfare groups that were formed with the researcher acting as the patron of the groups. Each of these groups had a leader who was in close contact with the researcher. The researcher called the leader at least thrice per week and followed on the status of the groups including members' commitment and adherence to group norms. Each fortnight, the researcher visited the groups and encouraged them to stick together. Members present had tea and snacks together.

Towards the end of data collection, the groups exhibited strong cohesiveness among the members, had clear rules and leaders had been unconsciously selected by members.

3.6 Data Analysis

Information exploration entails the derivation of meaningful inferences from the raw data. Owing to the research design, this study used the multivariate binary logistic regression analysis in order to assess the effect of informal group on organizational performance. This method is preferred because it enabled the study to make conclusions at both baseline and end line surveys. Equally, the method facilitates the testing of the null hypothesis in that it can certainly be identified whether the informal group activities have statistical significance on organizational performance.

This study used a logistic regression because organizational performance was a binary variable which was expressed as high or low performance. Notably, in this respect, the study has several independent variables which were used to predict performance of organizations. This model is used where the simultaneous upshot of the independent variables on the dependent variable is sought. This is the case with this study as it pursued to ascertain the effect of informal group aspects on organizational functioning.

The independent variables existence was coded into two forms where 1 represented existence and 0 represented nonexistence. For instance, existence of informal group in a category was denoted by 1 and otherwise by 0. This coding of data enabled data analysis in order to categorically express whether informal groups are important in enhancing performance of organizations. Test of significance was set at 95 % confidence level meaning that the null hypothesis was to be rejected if the P-Value statistics was less than 0.05. The Statistical Package for Social Sciences (SPSS 23.0) was used in information processing. Analyzed information was presented on tables.

3.6.1 Model Fitness and Model Summary

In this study the model fitness was evaluated on the base of acceptance of the null hypothesis. Data analysis was done at 95% confidence level which then meant a margin of error was set at 5 %. Thus, the significance level was 0.05 indicating that where the P-value was less than 0.05, then the variable had a major effect on organisational performance.

Additionally, Cox & Snell and Nagelkerke R square which are equivalents to R square in ordinary least square were computed in order to examine the percentage of organisational performance that was influenced by changes in aspects of informal groups that were tested.

3.6.2 Logistic Regression

In this study, a logistic regression was computed since the organisational performance was a binary variable. Organisational performance was either low or high and this enabled the computation of the coefficients in the combined data set for both pre and post-test phases. The logistic regression equated organisational performance as a function of informal group cohesiveness, informal welfare group norms and informal group leaderships. Hence, the equation had three independent variables which were hypothesised to influence organisational performance.

3.7 Reliability and Validity of Data

The measure of the extent to which consistent results are yielded in each test is often known as reliability. In other words, it is the measure of how a tool consistently collects expected data. This study used internal reliability which is defined as internal consistency meaning that it measures how a tool works in respect to what is expected of it.

In other words, internal reliability scores whether a tool can adequately be said to collect data as expected thus allowing making of inferences. The study used Cronbach's alpha in testing for internal reliability. Ideally as a general rule, a Cronbach's alpha of more than 0.700 shows that the tool is reliable.

On the other side validity of a tool is a measure of the accuracy that tool has with regards to what it is expected to measure. This study used content validity where the

questions was evaluated by the help of a professional in the field of research and organizational performance in order to tell whether they are valid in terms of achieving the objectives of the study. Involving an expert in field research helped in that it ensured that questions in the tool of data collection are capable of collecting data that is pertinent to this study.

3.8 Ethical Consideration

The respondents were recruited on voluntary basis and the evidence that was obtained was preserved with utmost privacy. The researcher signed a pledge assuring the respondents that the evidence obtained was to be used for educational purpose only.

In addition, the unique identification codes were used in place of names thus eliminating any chances of victimization. Further, the respondents were unrestricted to leave the enquiry at any time without having to explain their reasons for their withdrawal.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

The theme of this section is to offer results of information examination. This study assembled field data in two phases; pre-test and post-test phase. The information was analysed into two phases using SPSS. To begin with, this chapter has characteristics of participants in form of frequency statistics.

4.2. Response Rate

A sample of 139 members had been chosen for use in the experiments in which 70 were set aside for interventions and 69 were used as control site. Of these, 98 were reached for data sourcing and this provided a response rate of 71 %. This result is illustrated on pie chart captioned Figure 4.1

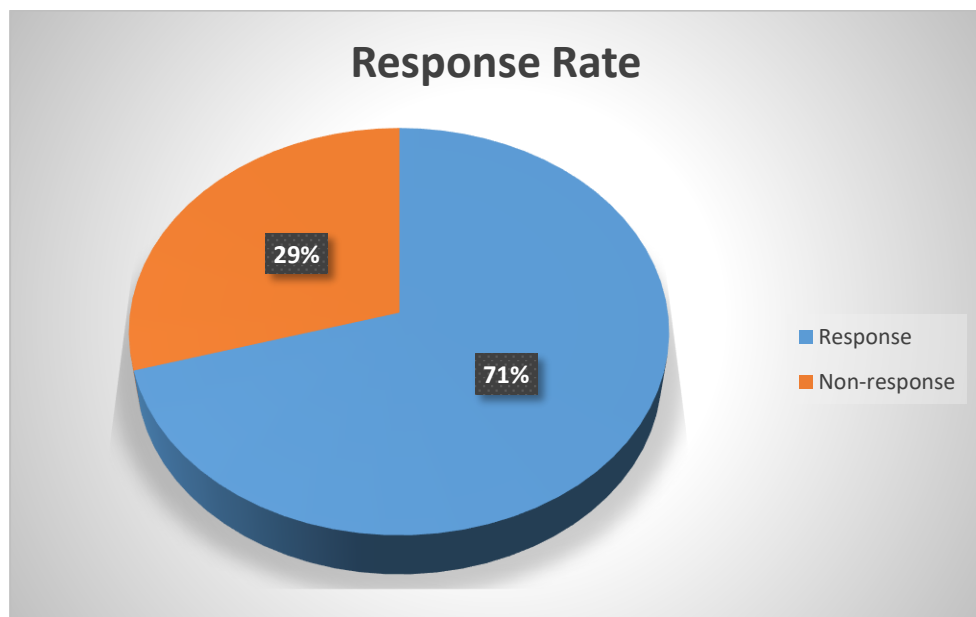


Figure 4. 1 Response Rate

4.3. Reliability of Data

Internal dependability scores whether a tool can adequately be said to collect data as expected thus allowing making of inferences. This study used Cronbach's alpha in evaluating internal reliability of data. Results of this are shown on Table 4.1

Table 4. 1 Reliability Test

| Variable | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------------------|------------------|--|------------|
| Informal group cohesiveness | .958 | .960 | 5 |
| Informal welfare group norms | .862 | .870 | 6 |
| Informal group leadership | .802 | .804 | 6 |

The scores for Cronbach's Alpha for informal group cohesiveness, informal group welfare and informal group leadership were 0.958, 0.862 and 0.802 respectively. As such the tool was reliable in sourcing data on informal group's effect on organisational performance at the Ministry of Interior and Coordination of National Government, Lari Sub-County.

4.4. Bio-Data of the Respondents

4.4.1 Sex of the Respondents

In this study, same respondents were used in both pre-test and post-test as they were given unique codes in the entire time in which the study was undertaken. Table 4.2

Table 4. 2 Sex of Respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid Male | 57 | 58.2 | 58.2 | 58.2 |
| Female | 41 | 41.8 | 41.8 | 100.0 |
| Total | 98 | 100.0 | 100.0 | |

In view of Table 4.2, majority of respondents were male at 58.2 % and female were 41.8 %. This indicates that data was sourced from both males and females which is instrumental in a study that collects data based on insights of individuals. Gathering information from both main genders is vital as male and females view things differently.

4.4.2 Age of Respondents

Table 4.3, indicates that age of respondents.

Table 4. 3 Age of respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Below 30 years | 7 | 7.1 | 7.1 | 7.1 |
| 31-35years | 20 | 20.4 | 20.4 | 27.6 |
| 36-40 years | 23 | 23.5 | 23.5 | 51.0 |
| 41-45 years | 36 | 36.7 | 36.7 | 87.8 |
| Above 45 years | 12 | 12.2 | 12.2 | 100.0 |
| Total | 98 | 100.0 | 100.0 | |

Drawing inferences from Table 4.3, most were aged for between 41-45 years at 36.7%, those between 36-40 years were 23.5 %, those between 31-35 years were 20.4 %, those above 45 years were 12.2 % and the least were below 30 years at 7.1 %. These outcomes indicate that the respondents were of different age groups. It is vital to obtain data from different people of different age groups as it provides more insightful results. This is because people of different age groups view things differently.

4.4.3 Working Period of the Respondents

Table 4.4 indicates results for working period in which most of the participants had been at the Ministry of interior for more than 10 years at 45.9 %, those that had worked form between 6-10 years were 29.6 % and the least had worked for 3-5 years at 24.5 %. These outcomes indicate that that the participants had worked for various time periods.

Table 4. 4 Working Period of the Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------|-----------|---------|------------------|-----------------------|
| Valid | 3-5 years | 24 | 24.5 | 24.5 | 24.5 |
| | 6-10 years | 29 | 29.6 | 29.6 | 54.1 |
| | More than 10 years | 45 | 45.9 | 45.9 | 100.0 |
| | Total | 98 | 100.0 | 100.0 | |

4.4.4 Education of Respondents

It was important to gather information on education attained by the participants. Results indicated that most had undergraduate education at 61.2%, those with college qualification were 26.5 %, those with above undergraduate were 7.1 % and the least had secondary at 5.1 %. As a result, participants were adequately educated to understand the contents of the questionnaire and purpose of this study.

Table 4. 5 Education of Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|------------------|-----------------------|
| Valid | Secondary | 5 | 5.1 | 5.1 | 5.1 |
| | College | 26 | 26.5 | 26.5 | 31.6 |
| | Undergraduate | 60 | 61.2 | 61.2 | 92.9 |
| | Postgraduate | 7 | 7.1 | 7.1 | 100.0 |
| | Total | 98 | 100.0 | 100.0 | |

4.5. Effect of Informal Groups on Organisational Performance

This study used a quasi-experiment in which a binary logistic regression was done in order to discover the role of informal groups on organisational performance.

4.5.1 Dependent Variable Conceptualization

Given that variable observations were qualitative as per questionnaire that was utilised in data collection, data was coded into respective codes as per the Likert's scale.

Measure for organisational performance was coded into binary codes which were 0 and 1 which denoted low and high performance respectively. The classification Table is as shown on Table 4.6

Table 4. 6 Classification Table

| Classification Table^{a,b} | | | | | |
|---|-------------|-------------|------|------------|-------|
| Observed | | Predicted | | | |
| | | Performance | | Percentage | |
| | | Low | High | Correct | |
| Step 0 | Performance | Low | 0 | 26 | .0 |
| | | High | 0 | 72 | 100.0 |
| Overall Percentage | | | | | 73.5 |

a. Constant is included in the model.

b. The cut value is .500

4.5.2 Model Fitness

The study undertook a likelihood ratio in order to conclude the fitness of the model in evaluating disparities in organizational performance. The results of this test is as shown on Table 4.7

Table 4. 7 Omnibus Tests of Model Coefficients

| Omnibus Tests of Model Coefficients | | | | |
|--|-------|------------|----|------|
| | | Chi-square | df | Sig. |
| Step 1 | Step | 55.705 | 3 | .000 |
| | Block | 55.705 | 3 | .000 |
| | Model | 55.705 | 3 | .000 |

Considering the results of omnibus test, chi-square test for the entire model was found to be 0.000 indicating that the model was statistically substantial.

4.5.3 Model Summary

In view of the general question of the study, model summary was computed so as to provide insights on variations in performance that was explained by changes in items of informal groups that were examined. Both Cox & Snell and Nagelkerke R square are equivalents to R square in ordinary least squares. Table 4.8 has this result.

Table 4. 8 Model Summary

| Step | -2 Log likelihood | Cox & Snell R Square | Nagelkerke R Square |
|------|---------------------|----------------------|---------------------|
| 1 | 57.687 ^a | .434 | .632 |

a. Estimation terminated at iteration number 7 because parameter estimates changed by less than .001.

With reference to Table 4.8, moderate variations in organisational performance were accounted for by changes in informal group set ups as measured by the items. For Both Cox & Snell and Nagelkerke, it means that informal groups accounted for 43.4 % and 63.2 % of variations in organisational performance respectively.

4.5.4 Model Fit

Since in this study, obtaining R square which is absolute was not feasible, the Hosmer and Lemeshow test was ran in order to test model fit for both pre-test and post-test. Results of this test are shown on Table 4.9

Table 4. 9 Hosmer and Lemeshow Test

| Step | Chi-square | df | Sig. |
|------|------------|----|------|
| 1 | 1.965 | 6 | .923 |

With reference to P-value in Table 4.9 which is 0.923, then the model is fit. Basically a more than 0.05 for the case of Hosmer and Lemeshow test indicates a model fit.

4.5.5 Model Predictive Accuracy

Table 4.10 indicates the model accuracy in predicting organisational performance. Two binary cases were picked, high or low.

Table 4. 10 Model Predictive Accuracy

| Classification Table^a | | | | | |
|---|--------------------|-------------|------|------------|------|
| Observed | | Predicted | | | |
| | | Performance | | Percentage | |
| | | Low | High | Correct | |
| Step 1 | Performance | Low | 21 | 5 | 80.8 |
| | | High | 9 | 63 | 87.5 |
| | Overall Percentage | | | | 85.7 |

a. The cut value is .500

Results on Table 4.10 indicate that 80.8 % of responses on low performance was correctly classified and 87.5 % of high performance were correctly classified. In addition, the overall classification accuracy indicated that 85.7 % of organisational performance was correctly classified.

4.5.6 Variables in the Equation

In order to describe the influence of each item on organisational performance, coefficients were ran using logistic regression equation. The coefficients for each variable are shown on Column B on Table 4.11. In view of results on Table 4.1, there is a progressive inspiration of informal groups on governmental performance. A unit increase in informal group cohesiveness, informal norms and informal group leadership leads to an increase in organisational performance by 0.405, 1.672 and 0.985 units respectively.

In addition checking on the significance, it can be noted that of the three variables, only informal groups and informal groups leadership had a positive effect on organisational performance as the significance statistic were 0.002 and 0.10 respectively. Informal cohesiveness was found not have statistical significance albeit influencing organisational performance in a positive way.

Table 4. 11 Variables in Equation

| B | S.E | Wal | Df | Sig. | Exp(| 95% C.I.for |
|---|-----|-----|----|------|------|-------------|
|---|-----|-----|----|------|------|-------------|

| | | d | | | | B) | | EXP(B) | |
|---------------------|--------------|-------|-------|--------|---|------|-------|--------|--------|
| | | | | | | | | Low | Upper |
| | | | | | | | | er | er |
| Step 1 ^a | Cohesiveness | .405 | .358 | 1.278 | 1 | .258 | 1.499 | .743 | 3.024 |
| | Norms | 1.672 | .550 | 9.234 | 1 | .002 | 5.325 | 1.811 | 15.657 |
| | Leadership | .985 | .384 | 6.566 | 1 | .010 | 2.678 | 1.261 | 5.689 |
| | Constant | - | 1.834 | 12.608 | 1 | .000 | .001 | | |

a. Variable(s) entered on step 1: Cohesiveness, Norms, Leadership.

4.5.7 Independent Sample Test

An Independent Sample T test seeks to establish whether there was a change in dependent variable after a series of interventions for the case of a quasi-experiment. Table 4.12 has the outcomes for this test.

Table 4. 12 Independent Sample Test-Group Statistics

| | | Group Statistics | | | |
|----------------------|----|------------------|----------------|-----------------|--|
| Case | N | Mean | Std. Deviation | Std. Error Mean | |
| Performance Pre-test | 49 | .47 | .504 | .072 | |
| Post-test | 49 | 1.00 | .000 | .000 | |

In view of results on Table 4.12, mean performance was noted to be 0.47 for pre-test category while for post-test category, the mean organisational performance was 1.00 which indicates that there was improvement in organisational performance in response to employees of the ministry participating in informal group activities. Otherwise put, informal groups' cohesiveness, norms and leadership improve organisational performance. To tell whether, the change was significant in terms of statistics, the independent sample test was obtained. The outcomes are shown on Table 4.13

Table 4. 13 Independent Sample Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|-------------|-----------------------------|---|------|------------------------------|-------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | T | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Performance | Equal variances assumed | 127.33 | .000 | -7.36 | 96 | .000 | -.531 | .072 | -.674 | -.388 |
| | Equal variances not assumed | | | -7.36 | 48.00 | .000 | -.531 | .072 | -.675 | -.386 |

Looking at the P-value on Table 4.13, results indicate that informal groups' participation improves organisational performance as shown by P-value of 0.000. As such, it can be deduced that informal groups have a progressive result on organisational performance at the ministry of interior and that such a change in organisational performance is statistically significant.

4.6. Discussion of Findings

In this study, informal group welfare was assessed with respect to potential influence on organisational performance. Three variables were conceptualised which were informal group cohesiveness, informal group welfare norms and informal welfare group leadership. Results of findings are discussed in this section. The overall model was found to have statistical significance as evidenced by the model fitness test.

4.6.1 Effect of Informal Group Cohesiveness on Organizational Performance

In this study it was found out that informal welfare group cohesiveness had a positive effect on organisational performance. This result is pegged on the coefficient that was noted to be positive 0.405. However, as shown by the P-value of 0.258 which was higher than 0.05 demonstrating that the significance of the variable in influencing performance was not statistically significant. Cohesiveness ensures that there is a spirit of togetherness in the informal group thus making realisation of the groups objectives much easier. And, since the informal groups are within the organisations, this cohesiveness has a chance of increasing team work even in formal activities thus improving performance of organisations.

Similar result was found by Ogohi (2018) who investigated on influence of informal groups on organizational performance in Nigeria and revealed that informal group's cohesiveness are a source of staff confidence which can translate to improved employee and organisational performance. Informal group cohesiveness ensures that there is binding force among group members which directly influences group performance in both informal and formal engagements at the work place. Cohesiveness ensures that social needs can be satisfied as human being are social beings. With group cohesiveness affects task accomplishment shows that the more group members are attached to one another, the more the group objectives align with individual objectives hence more cohesiveness.

Literature indicates that informal group solidarity is important in that it ensures that tasks are done together and with harmony and that there is oneness in the entire organisation and this can lead to increase in performance. Consequently, the organisational performance is improved as employee performance increases. It is the collective efforts of each staff that at the overall impacts on organisational performance.

Whilst, it is not simple to provide the nexus between informal groups and formal groups, the activities of informal are likely to influence the structures and solidarity of the established formal groups. For example, where there are huge conflicts among individuals in the informal set ups, this is likely to be transferred to the formal environment thus reducing the team spirit, shared work morale which technically

reduces the staff performance. In this study, results have shown that informal group cohesiveness is vital towards fostering harmony at the work place.

Therefore, the solidarity established through informal groups adds to feeling of trust, mutual respect, togetherness and this improves the performance of staff translating to higher organisational performance.

4.6.2 Effect of Informal Welfare Group Norms on Organizational Performance

Secondly, it was found out that informal group welfare norms have a progressive impression on organisational performance. This result is inferred from the coefficient of 1.672 which was positive. Additionally, the influence was found to be statistically important as shown by the P-value of 0.002 which was below 0.05. This means that the alternative hypothesis on this variable was found to hold meaning that there is statistically significant effect of informal group welfare norms on organisational performance. This results agrees with those of Sarkwa (2011) who did a study on informal relations and the effects on industrial organizations using coca cola bottling company and Ghana Breweries Ltd in Kumasi and noted that group loyalties and norms have a positive effect on organisational performance.

Informal welfare groups' norms ensure that there are rules to be adhered to by members of the groups thus creating an environment characterised by mutual understanding and respect. This cordial relationship among employees are likely to be exhibited even in the formal set ups thus improving the spirit of team work, respect and adherence to formal organisational rules and regulations hence improving the performance of employees which ultimately betters organisational performance. Informal group norms are seeks to provide a caution against internal and or external interference as they stipulate what can and should be done in various situations even if they are not written down.

Norms are critical as they set the standards of behaviour which are acceptable the members in certain associations. In this respect, group norms reduce conflicts and seek to establish behaviours that are for the greater good of all members in a group. It is this selflessness of group norms that presents avenue for staff to contribute to the group's goals and thus have a bearing on organisational performance. Positive norms are important to organizational effectiveness.

Informal groups are randomly and inadvertently formed by individuals with shared interests by the need to services some social needs. Hence, the existence of informal groups in the organisation depends on the need to associate and feel loved.

Considering that the informal groups are fundamental in creating relationships that breeds respect and emotional attached, then the chance of fostering performance is high.

In this study, the respondents have shown that norms are key towards fostering performance. This is due to the fact that group norms are standards that binds all members together hence establishing a good ground for team work. It is through these standards that disputes are resolved and decision making process is achieved prudently without causing any emotional hurt to any member of the informal group. Moreover, these norms tend to be the in between the informal group and the formal rules and regulations. For example, informal groups exist when workers take tea together, when they attend a social event together and through the established unofficial norms they will be able to keep time and attend to official duties.

In this connection, where there is strong and prudent standards and norms, performance is likely to improve. On the contrary, performance is hampered if there is a mismatch to what informal groups deem as norms and standards and the official rules and regulations. The management should therefore focus on building a balance between the organisational policies and the standards of informal groups. This is because a congruent between the two groups and this is likely to foster performance.

4.6.3 Effect of Informal Welfare Group Leadership on Organizational Performance

The third research question was to establish whether informal group welfare leadership had any effect on organisational performance. Results indicated that informal group leadership improved performance as the coefficient was positive of 0.985. This means that where there is efficient informal welfare group leaderships, organisational performance is likely to improve.

More so, results indicated that informal group leadership influenced organisational performance in statistically significant manner as the P-value was 0.010. In view of this result, it means that informal group leadership tends to enhance performance of organisations. This may be attributed to the fact that where there is strong leadership in the welfare groups, there is sense of direction and this can diffuse to formal engagements in the organisations thus improving efficiency.

This results are in line with those of Saim, Cemberci, and Civelek (2015) who examined groups and their effects organizations in Turkey and revealed that both formal and informal group's leadership have positive or negative influences on

organizations. Informal group's leadership is critical as it gives a direction to the group and group members indicating that if effective then group goals are to be achieved more swiftly.

Informal group systems operate together with formal groups to create better working environments in the organizations. Informal group leadership is not formally picked but is established through reputation and experience of people with the informal group. Informal group leadership is therefore key to the members as is responsible for leading in decision making and dispute resolutions. Moreover, informal leadership does not hold any power on behalf of the group members but is solely sought to lead in group activities informally. The informal leadership has not authority on activities or anyone in the group as they are informally selected to lead group activities.

It is argued that at times, the informal group leadership are powerful than the formal leadership and can influence the decisions of in the formal organisation. In relation to this, informal leadership is therefore subtle as it impacts on decisions done at the informal and formal levels. On the other hand, informal group leadership can be detrimental to organisational performance. For example, a junior staff following perceptions of experience by members of the informal group can be the informal group leader and this can be a breeding ground for conflicts between him or her with the formal leadership. Informal groups exist because they satisfy some human needs and therefore cannot be overlooked. In the circumstance that the informal group leadership is able to balance and match the group objectives with company/organisational goals, then organisational performance is likely to improve due to reduced conflicts and resistance.

4.6.4 Effect of Informal Groups on Organisational Performance

The overall purpose of this study was to establish the effect of informal groups on organisational performance. Result of data analysis revealed that existence of informal groups played a role on organisational performance. In this study, organisational performance was operationalised in four folds: the extent to which goals and objectives were achieved by employees of the ministry of interior at Lari Sub-County in form of enhancement in security and safety for the people, enhanced leadership and promotion of cohesion and eradication of alcohol, drug and substance abuse.

Considering the pre-test and post-test phases of data collection, it was revealed that informal groups are fundamental towards improvement of organisational performance. For instance, the number of arrest for drug peddlers increased over the period and this can be attributed to the existence of informal groups.

All participants in the study were able to nab and product to courts more suspects in drug trade due to harmony and team spirit as a result of deliberate efforts done by informal group members. Findings indicated that informal groups promoted team work and lead to more cohesion, coordination of activities at the ministry was more impactful and cooperation between the seniors and junior employees was evident. Informal groups were found to be bound together by norms and strong informal leadership which lead to strong cohesiveness thus promoting team spirit among the participants of the study. Arguably, informal groups were noted to classically exist without the awareness of the members. Moreover, the informal leaders were not expressly appointed by the members. However, they appeared legitimate and they were consulted by members in times of decision making. Ideally, these leaders were the opinion leaders who somehow planned and coordinated the aspects of the informal groups during the period of study. For example, it was observed that police officers were more satisfied to work in groups they arranged for themselves and this enhanced achievement of the goals set by their seniors.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

Primarily, chapter five entails a presentation of summarized inferences in line with data analysis contained in chapter four. Data was collected in two phases, that is, during pretest and post-test. The sample comprised of 139 respondents in which efforts were made to achieve a response of 49 for each phases giving a response rates of 71 %. Field data was gathered by use of questionnaires and model fitness evaluated.

5.2 Summary of Findings

Outcomes of the enquiry indicated that the items used to represent informal group constructs were fit for use in the model as evidenced by the outcome of model fitness test. The Independent sample test for pre-test and post test showed that indeed informal groups contributed to organisational performance in a positive manner as the mean was higher for post-test as compared to that of pretest results. In addition, results indicated that the contribution of informal group constructs as assessed in this study had a statistically significant effect on organizational performance.

Further results indicated that informal group cohesiveness improved organizational performance since the coefficient was positive. However, the relationship between informal groups' cohesiveness and organizational performance was not statistically significant. In other words, in as much informal group cohesiveness improved organizational performance, its predictive efficiency was low. Cohesiveness of a group is the degree to which the group memberships grow robust connections to one another and to the group as a whole.

The study sought to establish informal welfare group norms affect organizational performance in the Ministry of Interior and Co-ordination of National Government. Results indicated that there was positive effect of informal group welfare norms on organisational performance at the site of study. Further inferences indicated that group norms have a statistically significant relationship with organisational performance.

Otherwise put, group norms improves performance is a significant manner. Group norms ensure that there is a standard of behavior in the organisation which leads to improvement in respect and pursuit of group goals which positively impacts on organizational performance.

The third goal of the enquiry pursued to find out informal welfare group leadership affects organizational performance in the Ministry of Interior and Co-ordination of National Government. Results indicated that informal group leadership had a positive bearing on organizational performance. More inferences indicated that there was a statistically significant result of group leadership on organizational performance. What this means is that the predictive efficiency of informal group leadership was high and that informal group leadership tends to improve outputs of group members with respect to organizational goals.

5.3 Conclusion

On the basis of the outcomes of information exploration and conclusions discussed in the preceding section, the following conclusions were drawn: The study concluded that informal group cohesiveness affects organizational performance in the Ministry of Interior and Co-ordination of National Government. In addition, the enquiry revealed that informal group cohesiveness had a progressive outcome on organizational performance.

Also, the enquiry determined that informal group cohesiveness influences organizational performance in a non-significant manner. Therefore, the power of informal group cohesiveness in explaining organizational performance was low. The study concluded that informal group welfare norms affect organizational performance in the Ministry of Interior and Co-ordination of National Government. In addition, the study revealed that informal group norms had a positive effect on organizational performance. Also, the enquiry determined that informal group norms influence organizational performance in a statistically significant manner. Therefore, the efficiency of informal group norms in explaining organizational performance was high.

The study concluded that informal group welfare leadership affect organizational performance in the Ministry of Interior and Co-ordination of National Government. In addition, the study revealed that informal welfare group leadership had a progressive

consequence on organizational performance. Also, the enquiry determined that informal group leadership influence organizational performance in a statistically significant manner. Therefore, the efficiency of informal group leadership in explaining organizational performance was high.

5.4 Recommendations

In line with the conclusions, the following recommendations were made; it is recommended that the Ministry of Interior and Co-ordination of National Government need to consider informal groups contribution towards organisational performance. This can be done by fostering such activities like team building activities, sponsoring outdoor activities and promoting cohesiveness among employees through activities such as having meals together and establishing welfare kits at the work stations. Having these arrangements improve cohesiveness and thus improves the overall administrative output.

Secondly, the ministry leadership needs to focus on informal groups training and offer them with relevant training. For instance, where there are informal groups such as welfare groups, the leadership should promote their goals as it has been noted that there is a positive result on informal groups on organizational performance.

5.5 Areas for Further Studies

The overall goal of the enquiry is to find out the effects of informal groups on administrative output in the Ministry of Interior and Coordination of Government-Lari Sub County. Results indicated that informal groups improve organizational performance. Another study can be done in another site, for instance in the private sector in order to compare and contrast the results. Since this study used primary data, it is suggested that a comparative study be done using secondary data in order to provide more insights on effect of informal groups on organisational performance.

REFERENCES

- Anand, G. (2019). Importance of informal groups in an organization for team cohesiveness-A case study approach. *International Journal of Management, IT and Engineering*, 9(6),352-357.
- Bennet, M., & Stewart, E. C. (1991). *American cultural patterns: A cross-cultural perspective (Rev. ed)*. Yarmouth: Intercultural Press.
- Berkowitz, L. (1954). Group standards, cohesiveness, and productivity. *Human Relations*, 7(4),509-519.
- Brinia, V., Papadopoulou, G., & Psoni, P. (2019). The creation and the dynamics of informal groups: The case of the teacher association in a secondary vocational school. *International Journal of Educational Management*, 34(4),750-766.
- Brooke, S., Treadway, D., Breland, J., & Perrewe, P. (2016). Informal leadership status and individual performance: the roles of political skill and political will. *Journal of Leadership & Organisational Studies*, 24(1),83-94.
- Bruce, K., & Nyland, C. (2011). Elton Mayo and the deification of human relations. *Organisation studies*, 32(3), 383–405.
- Carnabuci, G., Emery, C., & Brinberg, D. (2018). Emergent leadership structures in informal groups: A dynamic, cognitively informed network model. *Organisational Science*, 29(1),1-190.
- Carraher, S. (2013). Follett, Barnard and Taylor. *Journal of Management History*, 19(3),295-313.
- Chukwuemeka, O. W., & Onuoha, B. C. (2018). Management thoughts; homogenous or heterogenous. *International Journal of Advanced Academic Research*, 4(4),79-88.
- Cole. (1988). *Management Practice and Theory*. New York: Person Education.
- Cook, A., Meyer, B., & Gocklel, C. (2019). Adapting leadership perceptions across tasks: micro-origins of informal leadership transitions. *Small Group Research*, 50(2),227-265.
- Cooper, D., & Schindler, P. (2014). *Business Research Methods,12th ed*. Boston: McGraw-Hill/Irwin.
- Creswell, J. W. (2013). *Qualitative Inquiry & Research Design: Choosing among Five Approaches (3rd ed.)*. California: Thousand Oaks.

- Cullen, J. B., Johnson, J. L., & Martin, K. D. (2009). Organizational change, normative control deinstitutionalization, and corruption. *Business Ethics Quarterly*, 19(1),105-130.
- Daniel, C. O. (2018). Impact of informal groups on organisational performance. *International Journal of Scientific Research and Management (IJSRM)*, 6(9),686-694.
- Denhardt, J. V. (2003). *The New Public Service: Serving not Steering*. New York: ME Sharpe Inc.
- DeRue, D., Jennifer , D. N., & Ashford, S. J. (2015). Interpersonal Perceptions and the Emergence of Leadership Structures in Groups: A Network Perspective. *Organization Science*, 26(4),941-1261.
- Ellis, S., & Dick, P. (2003). *Introduction to Organizational Behaviour*. Boston: McGraw-Hill.
- Farveh, F. (2012). The Effects of Informal Groups on Organizational Performance. *Institute of Interdisciplinary Business research*, 9(4), 37-62.
- Franz, T. M. (2012). *Group dynamics and team interventions*. New York: Blackwell Wiley Publishers.
- Fu, Y., Ye, G., Tang, X., & Liu, Q. (2019). Theoretical framework for informal groups of construction workers: a grounded theory study. *Sustainability*, 11(23),6769.
- Fujishin, R. (2013). *Creating Effective Groups; the art of small communucations*. New York: Rowman & Littlefield Publishers.
- Fuse, Y., Takenouchi, H., & Tokumaru, M. (2020). A Robot in a Human–Robot Group learns group norms and makes decisions through indirect mutual interaction with humans. *Journal of Advanced Computing*, 24(1),169-178.
- Gavrilets, S., Auerbach, J., & Mark, v. (2016). Convergence to consensus in heterogeneous groups and the emergence of informal leadership. *Scientific reports*, 6.
- Greenberg, J., & Baron, R. A. (2007). *Behavior in Organizations*. New York: Person Prentice Hall.
- Greenberg, S. (2010, June 14). *Organizational design strategy- A case study on a public Baccalaureate College*. Retrieved from Nsc-Nevada: <http://www.nsc.nevada.edu/~PDF/NSCSelfStudy0607.pdf>
- Grenberg, J. (2013). *Managing behavior in organizations*. Boston: Person.
- Griffin, R. W. (1987). *Management*. Mishakawa, United States: Houghton Mifflin.
- Hatch, M. J., & Cunliffe, A. L. (2006). *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*. Oxford: Oxford University Press.
- Herbert, T. T. (1976). *Dimensions of Organizational Behavior* .

- Hussein, R. (1989). Informal groups, leadership and productivity. *Leadership & Organization Development Journal*, 10(1), 9-16.
- Ibidunni, A., Kolawole, A., Olukundun, M., & Ogbari, M. (2020). Knowledge transfer and innovation performance of small and medium enterprises (SMEs): An informal economy analysis. *Heliyon*, 6(8),47-52.
- International Labour Organisation. (2014). *Engaging informal women entrepreneurs in East Africa: Approaches to greater formality an ILO wed issue brief*. Geneva: International Labour Organization.
- Jimenez, A. C. (2007). *The Anthropology of Organisations*. London: Routledge.
- Kelemba, J., Chepkilot, R., & Zakayo, C. (2017). Influence of teamwork practices on employee performance in public service in Kenya. *African Research Journal of Education and Social Sciences*, 4(3),1– 9.
- Kippings, M., & Clark, T. (2015). *Human relations and Management*. London: Oxford Publishers.
- Kreitner, R., & Kinicki, A. (2012). *Organizational Behavior*. New York: McGraw-Hill Education.
- Krishnaswamy, O. R., & Satyaprasad, B. G. (2010). *Business Research Methods*. Mumbai: Himalaya Publishing House.
- Laurie, J. M. (1996). *Management and Organisational Behaviour, 4th edition*. Boston: Pitman.
- Levi, D. J. (2010). *Group dynamics for teams*. New York: SAGE publications.
- Marion, R., Christiansen, J., Klar, H., Schreiber, C., & Erdener, A. M. (2016). Informal leadership, interaction, cliques and productive capacity in organizations: A collectivist analysis. *The Leadership Quarterly*, 27(2),242-260.
- Mayo, E. (1949). *The Social Problems of an Industrial Civilization*. Routhledge.
- Monique, H. M., & Michael, A. H. (2015). Group Processes, Social Psychology of. *International Encyclopedia of the Social & Behavioral Sciences*, 422-427.
- Morgan, G. (1997). *Images of Organization*. London: Sage.
- Moschis, G. P. (1976). Social comparison and informal group influence. *Journal of marketing research*, 13(3),237-244.
- Mugenda , O. M., & Mugenda, A. G. (2012). *Research Methods quantitative and Qualitative Approaches*. Nairobi: Applied Research and Training Services Press.
- Mullins, L. J. (2010). *Management and Organisational Behaviour;Financial Times*. London: Prentice Hall.
- Mwangi, C., & Ragui, M. (2013). Effects of work place conflicts on employee performance in the air transport. *Prime Journal of Business Administration and Management*, 3(6), 1083-1089.

- Nikko, S., Curtis, M., Fayard, L., & Kelly, M. (2020). What happens when formal and informal norms conflict for IT usage? *Journal of Information Systems*, 34(2),235-256.
- Nkala, P., & Barbara, M. (2014). An Assessment of the effects of informal groups on employee performance: A case of High Schools in Bulawayo Province. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 19(7),106-112.
- Obedgiu, V. (2017). Human resource management, historical perspectives, evolution and professional development. *Journal of Management Development*, 36(8),986-990.
- O'Connor, E. (1999). Minding the Workers: The Meaning of 'Human' and 'Human Relations' in Eltom Mayo. *Organisation*, 6(2), 223–246.
- Ogohi, C. D. (2018). Impact of Informal Groups on Organisational Performance. *International Journal of Scientific Research and Management (IJSRM)*, 6(9),686-694.
- Onday, O. (2016). Human resource theory; from Hawthorne experiments of Mayo to groupthink of Janis. *Global Journal of Human Resource Management*, 4(1),95-110.
- Pepitone, A. (1981). Lessons from the history of social psychology. *American Psychologist*, 36(9),972-985.
- Raadschelders, C. &. (2008). *Mastering Public Administration*. Washington DC: From Max Weber to Dwight Waldo .
- Restivo, M., & Rijt, A. (2012). Experimental Study of Informal Rewards in Peer Production. *Plos One*, 7(3).
- Robbins, S. P. (1993). *Organisational Behavior*. London: Prentice_Hall.
- Rohman, Y. (2020). Informal norms, communication spaces, and work environment inclusiveness. *Jurnal Sosial dan Humaniora*, 10(2),161-172.
- Saim, M., Cemberci, M., & Civelek, M. E. (2015). Groups and their effects in organisations. *European Scientific Journal*, 11(32),1857-7881.
- Sarkwa, J. (2011). Informal Relations and its Effects on Industrial Organizations. Kwame Nkrumah University of Science and Technolgy: Ghana science research?', Change. *Transformations in Education*, 6(1),97-111.
- Schein, E. (1980). *Organisational Pyschology, (3rd edn)*. London: PrenticeHall.
- Scheinder, B., Yost, A. B., Kropp, A., Kind, C., & Lam, H. (2018). Workforce engagement: What it is, what drives it, and why it matters for organizational performance. *Journal of organisational Behavior*, 39(4),462-480.
- Schermerhorn, J. R., Osborn, R., Bien, M., & Hunt, J. (2012). *Organizational Behaviour*. Danvers: Wiley.
- Seashore, S. E. (1954). *Group Cohesiveness in the Industrial Work Group*. Michigan: University of Michigan Press.

- Sekaran, U., & Bougie, R. (2010). *Research methods for business A skill-building approach (5th Edition)*. Haddington: John Wiley & Sons.
- Shadish, W., Cook, T., & Campbell, D. (2002). *Experimental And Quasi-Experimental Designs For General Causal Inference*. Boston: Houghton Mifflin.
- Theodore, G. (1976). Behavior change through self value-confrontation: A field experiment. *Journal of Personality and Social Pyschology*, 34, 254-262.
- Umstot, D. D. (1984). *Undertanding Organizational Behavior*. New York: West Publishing Company.
- Wellman, N., Newton, D., Wang, D., Waldman, D., & Lepine, J. (2019). Meeting the need or falling in line? The effect of laissez-faire formal leaders on informal leadership. *Personnel psychology*, 72(3),337-359.
- White, L., Currie, G., & Lockett, A. (2016). Pluralized leadership in complex organizations: Exploring the cross network effects between formal and informal leadership relations. *The Leadership Quarterly*, 27(2),280-297.
- Zander, A. (1979). The psychology of group processes. *Annual Review of Psychology*, 30:417-45.
- Zoltan, R., & Vancea, R. (2015). Informal groups in global work environment: group work or team work? *Ovidius University Annals, Economic Sciences Series*,, 15(1),648-654.

APPENDICES

APPENDIX 1: Questionnaire

Section A: Bio-Data of the Respondents

1. Kindly indicate your sex

a) Male ()

b) Female ()

2. Please indicate your age group

(a) Below 30 years () (b) between 31-35 years ()

(c) Between 36-40 years () (d) between 41-45 years ()

(e) Above 45 years ().

3. Kindly indicate how long have your worked at the Ministry of Interior and Coordination of National Government?

a) Less than 2 years () (b) between 3-5 years ()

c) Between 6-10 years () (d) More than 10 years ()

4. Please indicate the highest level of education completed.

(a) Secondary () (b) College ()

(c) Undergraduate () (d) Postgraduate ()

5. INFORMAL GROUP COHESIVENESS AND ORGANISATIONAL PERFORMANCE

a) Cohesiveness is togetherness or the force that holds informal welfare group members together. Please indicate your rate of agreement or disagreement with the statements by ticking appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| Informal welfare group cohesiveness can lead to enhanced security of persons in my organization. | | | | | |
| Informal welfare group cohesiveness can lead to enhanced leadership and coordination of national government functions. | | | | | |
| Informal welfare group cohesiveness can lead to enhanced promotion of peaceful coexistence, national cohesion and integration | | | | | |
| Informal welfare groups cohesiveness can lead to improvement in Registration and Immigration Services | | | | | |
| Informal welfare group cohesiveness can lead to enhanced coordination of responsive, effective and efficient services. | | | | | |

6. HOW INFORMAL WELFARE GROUP NORMS AFFECT ORGANIZATIONAL PERFORMANCE

Please indicate your rate of agreement or disagreement with the statements by ticking appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree

| Statement | 5 | 4 | 3 | 2 | 1 |
|--|----------|----------|----------|----------|----------|
| Informal welfare group norms lead to enhanced security and safety of persons | | | | | |
| Informal welfare group norms lead to enhanced leadership and coordination of government functions. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Informal welfare group norms lead to enhanced promotion of peaceful coexistence, national cohesion and integration. | | | | | |
| Informal welfare group norms lead to eradication of alcohol, drug and substance abuse | | | | | |
| Informal welfare group norms lead to improvement in registration and immigration services | | | | | |
| Informal welfare group norms lead to enhanced coordination of responsive, effective and efficient services | | | | | |

7. EFFECTS OF INFORMAL WELFARE GROUP LEADERSHIP ON ORGANIZATIONAL PERFORMANCE

Please indicate your rate of agreement or disagreement with the statements by ticking appropriately on a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree.

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| Leadership of informal welfare group lead to enhanced security and safety of persons. | | | | | |
| Leadership of informal welfare group leads to enhanced leadership and coordination of national government functions | | | | | |
| Leadership of informal welfare group leads to promotion of peaceful coexistence, national cohesion and integration. | | | | | |
| Leadership of informal welfare group leads to eradication of alcohol, drug and substance abuse | | | | | |
| Leadership of informal welfare group leads to improvement of registration and immigration services | | | | | |
| Leadership of informal welfare group leads to enhanced coordination of responsive, effective and efficient services | | | | | |

8. How would you rate performance at the department you are in?

High ()

Low ()

THANK YOU FOR YOUR COOPERATION