PERCEPTION OF THE EFFECTIVENESS OF EMPLOYEE RELATIONSHIP MANAGEMENT PRACTICES IN LARGE CIVIL SOCIETY ORGANIZATIONS IN NAIROBI

OLIVIA APONDI ONYANGO

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other University.

Signed: _____ Date: _____

OLIVIA APONDI ONYANGO

D61/67544/2011

This research project has been submitted for examination with my approval as University Supervisor.

Signed: _____ Date: _____

FLORENCE MUINDI

Department of Business Administration

School of Business

University of Nairobi

DEDICATION

This study is particularly dedicated to my husband and our children without whose support; this project would not have been complete.

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ABSTRACT

Organizations have found it necessary to engage in strategic management practices that enhance relationships in their business environments, to enable them achieve their business goals. The objective of the study is to determine the perception on effectiveness of employee relations management practices of large civil society organizations (CSOs) involved in governance in Nairobi County. The study applied a cross-sectional survey research design. The study targeted population that consisted of employees of the 18 large civil society organizations dealing in governance in Nairobi County. Stratified random technique was used to sample. Data was collected using semi-structured questionnaires. The data collected was then analysed using descriptive statistics such as frequencies, means, standard deviation and percentages. The study revealed that employee relations management practices employed by large civil society organizations involved in governance within Nairobi County were effective and were likely to influence their employee perception. The study found that civil society organizations are committed to employee relations management practices. These practices include: employee empowerment and involvement, employee suggestions, collective bargaining, conflict management and grievance redress measures, training and development, transparency in communication, encouraging group activities (teamwork) and work compensation. The study recommends that for employees to have enhanced positive perception on employee relations management practices, civil society organizations should come up with several ways of improving their employees' perception.

ABBREVIATIONS

APA	American Psychological Association
CSOs	Civil Society Organizations
ERM	Employee Relations Management
HR	Human Resources
SPSS	Statistical Package for Social Sciences
UON	University of Nairobi

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The need to manage the relationships that exists between the employers and employees has been at the forefront ever since the beginning of industrial revolution. Effective employee relationship management is vital to the workplace, whether at the time of recruitment, during an employees' tenure or at the time of separation (Rose, 2008). Maintaining healthy employee relationship through effective management is a pre-requisite for organizational success. High job satisfaction is achievable with great working relationships between labour and management (Boyle, 2006).

Employee relationship management is an art which effectively monitors and manages the relation between individuals either of the same team or from different teams. Employee relationship management activities helps in strengthening the bonds among the employees and ensures that each one is contented and enjoys a healthy relation with each other in the organization. The improvement in management of employee relationships in organizations brings more positive aspects to the firm than just increased employee motivation (Grant, 2007; Gegax & Grimme, 2006) and promises employees greatest possible satisfaction of their individual needs; while to the employers, it promises increased attraction, retention, motivation and performance of employees (Schweitzer & Lyons, 2008; Keim & Fritsch, 2008; Wargborn, 2009) and improves employee morale (Harrison et al. 2001). However, the effectiveness of such relationship management practices is perceived differently between employees and employers. Employees generally may be less constrained in their criticism of workplace relations than managers who are more directly responsible for them.

In Kenya, employee relationship management practices differ from organization to organization. Even though there are industrial laws and statutes regulating management of employment relationships, the way the relationships are managed in organizations is dependent on the leadership or management styles embraced by organizations.

1.1.1 Concept of Perception

Like most concepts within the social science disciplines, perception has been defined in a variety of ways since its first usage. According to Otara (2011), perception is the way humans interpret their experiences; it is a way of seeing, understanding or interpreting experiences. Kreitner & Kinicki (2010: 185) mentions that perception is a cognitive process that enables people to interpret and understand their surroundings. Rao & Narayan (1998) on their part defines perception as the process whereby people select, organize, and interpret sensory stimulations into meaningful information about their work environment." They argue that perception is the single most important determinant of human behavior; they further stated that there can be no behaviour without perception.

In employer-employee relations perception is as important as reality. Perceptions of leaders, managers and employees are important in shaping the climate and effectiveness of the working environment. The perception of these different groups in organizations need not necessarily be the same; more so, their perceptions may be good or bad, depending on the experiences of groups. Rao & Narayan (1998) emphasize that perception ranks among the important cognitive factors of human behaviour or psychological mechanism that enable people to understand their environment. They draw attention to the fact that since there is no specific strategies for

understanding the perception of others; everyone appears to be left with their own inventiveness, innovative ability, sensitiveness and introspective skills to deal with perception.

Perceptions may be influenced by different factors: Cully et., al (1999) mentions that perceptions may be influenced by the general feelings about what the workplace is like, feelings about the effectiveness of unions, and how employees view management practices. Nelson & Quick (1997: 84-87) on their part identifies three major characteristics that influence perception as: perceivers-specific characteristics -for example familiarity with the object of perception; target-specific characteristics -influenced by certain characteristics that are specific to the person being perceived and; situation-specific characteristics -the strength of situational cues which provide clear indications of behaviours acceptable within certain environmental contexts.

- **Employee Relationship Management**

Employees are the major assets of an organization; effective employee relationship management is essential in ensuring employees perform together as a collective unit and contribute equally towards the realization of a common goal. No task can be accomplished if the individuals are engaged in constant conflicts and misunderstandings; employee relations management ensures workplace issues are handled effectively and expediently in order to remove barriers to successful job performance and foster a positive work environment. It has been observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other.

Employee Relationship Management (ERM) is a tool and a strategic process to manage and increase motivation in the workforce by increased focus on continuous perfection of the

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individual relationships between the employer and each employee (Kinicki & Kreitner, 2006). Management of interpersonal relationships can aid the management of individual motivation levels. This 'implies the existence of a distinctive set of guiding principles, written or otherwise, which set parameters to and signposts for management action regarding the way employees are treated and how particular events are handled' (Purcell & Ahlstrand 1994: 177). The objective of employee relationship management is to establish and nurture harmonious relationships between organization management and employees for the achievement of organizational goals.

Effective employee relationship management requires cooperation between managers, representatives and employees (Clark, 2001). This calls for development of policies that help to maintain fairness and efficiency in the work place. Corporate culture provides a benchmark of the standards of performance among employees: it provides clear guidelines on attendance, punctuality, concern about quality, and customer service. Moreover, the management style of line managers directly affect employee relations, since line managers are crucial links to the human resource function and orchestrate the distinctive skills, experiences, personalities, and motives of individuals. Good management of employee relations in any business unit ensures schemes for rewards and recognition, transparent communication system and proper care towards employee grievances

Good relationships between employers and employees do not just happen; they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management. Employee relations management creates ways to boost employees' attitudes. Best employee relationship management practices incorporate labor and employment laws, resourcefulness and human resource expertise in developing practices that improve working relationships (Mayhew, 1985).

- **Employee Relationship Management Practices**

Organizations normally engage in various employee relationships management practices to develop healthy relationships and extract the best out of each team member. According to Schweitzer & Lyons (2008), these management practices include: 1) employee empowerment and involvement; 2) initiating employee suggestions; 3) facilitating collective bargaining; 4) conflict management and grievance redress measures; 5) expertise training and development; 6) transparency in communication (Srivastava et al., 1998) and; 7) encouraging group activities (teamwork)

These employee relationship management practices can have many different effects on the work of an organization; they can enhance perception and strengthen corporate communication, foster learning, increase employee involvement, provide real time access to company training, targets information to employees based on their interests, streamline performance management, manage resources, encourage loyalty and commitment, raise productivity, encourage innovation levels, reduce turnover and retain human talent.

- **Large Civil Society Organizations dealing in Governance in Nairobi**

According to this study, large civil society organizations refer to CSOs with more than 100 employees and whose core business is governance. Graham et al., (2003) define governance as the interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens or other stakeholders have their say. These CSOs play an important role in the governance of Nairobi County; they ensure those elected or appointed to hold public offices carry out their mandate as expected and

that they uphold respect for the rule of law and that there exists equality in resource sharing within Nairobi County.

The CSOs are known to play the role of advocacy in the County: they influence authorities and impact their policy making processes by expressing cultural, spiritual, political, social, environmental and ethnic concerns. Besides, the CSOs play a political and civic role by bringing social, civic and environmental issues to the agenda and by influencing governments' and firms' policies. The CSOs also act as the link between people and public authorities –they act as watchdogs in the governance system and they act against such excesses as authoritarianism and dictatorship, corruption and embezzlement of public resources as well as ensuring those who hold leadership positions are held accountable for their actions.

They also take part in the fight against discrimination based on gender as well as safeguarding the full implementation of the constitution to which they are a part of its dispensation. In addition to the above civil society sector is also an equal employer and the sector employs quite a number of people in their organizations either directly or indirectly. This study focused on determining the perceptions of both employers and employees on the effectiveness of employee relationship management practices in large civil society organizations dealing with governance in Nairobi.

1.2 Research Problem

The need to achieve excellent performance demands that organizations should monitor attitudes and behaviours of their workers towards organizational practices and come up with ways of influencing their perception. Perceptions are known to play a major role in determining the success or failure of organizational activities. Employee relationship management practices are aimed at influencing employees overall perception of the organization. These practices influence

their attitude and behaviour and boost their morale thus ensuring they are committed to work. It is therefore important for employers to be aware of the specific shifts in employee relations management practices, as well as monitoring the environment to anticipate possible changes and developments and draw up contingency plans to deal with them when they arise to influence employee perception

The general perception about the effectiveness of employee relationship management practices in civil society organizations has been viewed as a positive one. CSOs dealing in governance for a long time have been known to be very effective and vibrant in advocacy; they have helped improve the living condition of their target groups -specifically in protection of human, legal and civil rights. This in turn led to increase in community satisfaction as well as increase in support from donors. However, in the recent past, the sector has not been as vibrant as it used to be before; the level of advocacy on ills committed by those in authority has been minimal. Further, there have been reports that the sector is facing accountability challenges and many employees are exiting the sector. To establish the reason behind the decline in vibrancy and exit, this study sought to determine the perceptions of both employers and employees on the effectiveness of employee relations management practices by CSOs dealing in governance in Nairobi County.

A study by Njenga (2007) focused on employee perception of labour relations in Kenya commercial bank; Kipngetich (2008) conducted a study on employee perception of quality management practices at Kenyatta National hospital; Karia (2011) focused on employees' perception of the factors that influence empowerment in the public service. The study by Njenga revealed that there were moderate labour relations in the bank due to poor communication, social relationships and tribalism; and that participation in decision making was hindered by lack of time and motivation for such activities. Kipngetich on his part found that employees had a

neutral perception with respect to quality management practices and they revealed experiences of several challenges in provision of the health care services as the cause. While Karia's study revealed positive individual perceptions towards empowerment as a result of conducive and supportive structure, culture and communication channels. It is evident that the above studies never had a common agreement on perception in their case studies.

From these studies, several important revelations pertaining to perceptions on ERM practices have been established; however, it is worthy to note that these studies never focused fully on employee relations management practices but dwelt on certain aspects of the ERM practices. Further-more, the studies were done in the context of profit-making organizations and the public sector. While the studies mainly focused on employee perception on single aspects of ERM practices, this study extended the research further by focusing on various aspects of employee relationship management practices; further, the study also determined the perceptions of both the employers and employees on the effectiveness of the various employee relationship management practices in the CSOs dealing in governance within Nairobi County.

In addition to the above, no research has ever been carried out to determine perception of both the employers and employees on the effectiveness of various employee relationship management practices of civil society organizations as a whole, especially within the local context, thus a knowledge gap exists. This study therefore answered the question: what is the perception on the effectiveness of employee relationship management practices in the civil society organizations in Nairobi?

1.3 Research Objective

The objective of this study was to determine perception on the effectiveness of various employee relationship management practices in large civil society organizations involved in governance within Nairobi County.

1.4 Value of the Study

The study highlighted the role of various employee relationship management practices as a means of influencing perception in civil society organizations; hence influencing workers attitude and behavior towards achievement of high levels of commitment in service delivery in the civil society organizations at large.

The study is beneficial to the management and staffs of civil society organizations and it highlights the importance of good practices in the management of employee relationships. It may also enable civil society organizations identify the perceptions held by its members on employee relations management practice efforts. Following from that, the organizations would commit to addressing each key issue of perception by identifying perception gaps that exist and thereby implementing appropriate change programmes.

Finally, the study contributes towards a framework for further research by filling the existing gaps in the field of employee relationship management. The study is also important to future researchers and research scholars/academicians who may use the research findings as a source of reference in their future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature related to the purpose of the study. The chapter aims at the critical points of current knowledge to convey the knowledge and ideas that have been established, and what their strengths and weaknesses are with regards to the study. The literature review is based on authoritative and original sources such as journals, articles, books, thesis and dissertations.

2.2 Theories of Employment Relationships

Theory is as a coherent group of assumptions or propositions put forth to explain a phenomenon; it is an abstraction of reality and is synonymous with perception, viewpoint, assumption, frame of reference or a perspective. Theory attempts to observe, understand, explain, predict and control events or phenomena. It helps in understanding events and problems in the practical world (Fajana, 2000, p.21).

2.2.1 Unitary Theory

The essence of the unitary theory is that the larger social system or the work enterprise as a sub-system of the larger social system is a unitary organization. The theory views the organization as pointing towards a unified authority and loyalty structure. The theory emphasizes on common values, interest and objectives. Those who believe in this perspective view organizational participants as a team or family that emphasize on shared values, shared goals and common destiny. This theory implies the absence of factionalism within the enterprise (Fajana, 2000).

Conflict is viewed as irrational/bad and the sacking of striking workers is preferred to consultation or negotiation.

Those holding to the perspective of unitary theory see managers and employees as having a common interest in the survival of their organizations, such that when conflicts occur it is unlikely to manifest itself to a point that will render the firm insolvent (Fidler, 1981). Divisions that do exist are assumed to be the product of personality disorders, inappropriate recruitment and promotion practices, the deviance of dissidents, or poor communication systems in the organization.

According to Rose (2008), under the unitary perspective, trade unionism is outlawed and suppressed as it is viewed as an illegitimate intrusion or encroachment on management's right to manage; trade unions are regarded as an intrusion into the organization from outside, competing with management for the loyalty of employees. Abott (2006) adds that management must ensure the organization is promoted amongst the workforce as the single source of authority and any alternative sources of authority are eliminated from the workplace. Rose (2008) mentions that the unitary theory tends towards authoritarianism and paternalism, it is pro-management, biased and emphasizes consensus and industrial peace. The underlying assumption of this view is that the organization exists in perfect harmony and all conflict is unnecessary

2.2.2 Conflict Theory

Conflict theory is synonymous with the pluralist frame of reference which is also credited to Fox (1966). This theory views the organization as coalescence of sectional groups with different values, interests and objectives; thus, employees have different values and aspirations from those of management, and these values and aspirations are always in conflict with those of

management. Conflict theorists argue that conflict is inevitable, rational, functional and normal situation in organizations, which is resolved through compromise and agreement or collective bargaining.

Conflict theorists view trade unions as legitimate challenges to managerial rule or prerogatives and emphasize competition and collaboration. This view recognizes trade unions as legitimate representative organizations which enable groups of employees to influence management decisions (Rose, 2008). Rose further states that the pluralist perspective would seem to be much more relevant than the unitary perspective in the analysis of industrial relations in many large unionized organizations and congruent with developments in contemporary society.

- **Systems Theory**

The concept of systems theory derives from the structural/functionalist perspectives of social system (society). This theory draws on a pluralist frame of reference by Dunlop's (1958) systems theory. The theory argues that industrial relations are best regarded as a sub-system of the wider social system. The theory holds work to be governed by a wide range of formal and informal rules and regulations, which cover everything from recruitment, holidays, performance, wages, hours, and a myriad of other details of employment. It asserts that these rules are what industrial actors try to determine, that their establishment is influenced by the wider environmental context in which the actors operate, and that the actors themselves share an interest in maintaining the processes of negotiation and conflict resolution (Abott, 2006).

Otobo (2000) citing Dunlop (1958) argues that "an industrial-relations system at any one time in its development is regarded as comprised of certain actors, certain contexts, an ideology which binds the industrial-relations system together and a body of rules created to govern actors at the

workplace and work community". According to Dunlop (1958), systems theory provides the analytical tools and the theoretical basis to make industrial relations an academic discipline in its own right.

On the back of these assertions four elements are held to make up the system of industrial relations rule-making: first are industrial actors which consist of employers, employees, their representatives and external agencies with an interest in industrial relations like the government; second is the environmental context which is made up of prevailing economic and technological conditions, markets, and distribution of power in wider society; third is procedural and substantive rules governing the employment relationships between the actors and; fourth is 'binding ideology' which is a set of common beliefs and understandings that serve to encourage compromises on the part of each actor for the sake of making the system operable (Abott, 2006)

- **Strategic Choice Theory**

This theory draws on pluralist assumptions and was founded by Kochan, Katz & McKersie (1986). This theory picks up on the systems concept developed by Dunlop (1958) and advanced on it by accommodating a number of contemporary changes in the way industrial relations was being practiced. Three such changes noted as being influential in determining the way managers' deal with industrial relations issues are: first is the recent decline in union membership and the rise of new industries not covered by unions; second is the way collective bargaining structures and outcomes involving trade unions have altered and; thirdly is the emergence of new managerial values and human resource strategies that encouraged information sharing, workplace cooperation, performance incentive schemes and autonomous work teams.

This theory recognizes the interrelationship between decisions and activities across different levels of the industrial relations system (Abott, 2006). The theory acknowledges the relevant forces in the external environment that affects employment relationships. Changing external environment induce employers to make adjustment in their competitive business strategies. In making these adjustments, the range of options considered are filtered and constrained so as to be consistent with the values, beliefs, and philosophies engrained in the mind of key decision-makers. As choices are embedded in particular historical and institutional structures, the range of feasible options available at any given time is partially constrained by the outcomes of previous organizational decisions and the current distribution of power within the firm and between the firm and unions, government agencies, or other external organizations it deals with. Thus, industrial relations processes and outcomes are determined by a continuously evolving interaction of environmental pressures and organizational response

- **Employee Relationship Management Practices**

  Mayhew (1985) says that good relationships between employer and employee do not just happen; they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management. Scholars (Schweitzer & Lyons, 2008; Srivastava et al., 1998 among others) have highlighted several ERM practices, which include: employee empowerment and involvement, employee suggestions, collective bargaining, conflict management and grievance redress measures, training and development, transparency in communication, encouraging group activities (teamwork), and work compensation.

2.3.1 Employee Empowerment and Involvement

Empowerment as a recent and advanced manifestation of employee involvement improves employee relations and contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make decisions that would traditionally be made by managers (Ivancevich, 2001). It can encourage employees to be creative and to take risks, which are key components that can give a firm a competitive edge in a fast-changing environment (Hymowitz, 2000). Johnson & Redmond (1998) opined that employee involvement is operationalized through a process of five essential steps like informing, consulting, sharing, delegating, and empowering.

According to Shapiro (2000), organizations are giving efforts to involve employees to different degrees by which staffs are encouraged, enabled and empowered to contribute towards goal attainment. Spreitzer et al. (1997) reveals that workers with greater choice concerning how to do their own work have been found to have high job satisfaction. Employee empowerment is more relevant in today's competitive environment where knowledge workers are more prevalent (Jarrar & Zairi, 2002; Wimalasiri & Kouzmin, 2000). Thus, it is of vital importance that HR managers today understand that empowerment is really a necessary tool to increase employee satisfaction, which will transfer into greater productivity and organizational effectiveness.

2.3.2 Initiating Employee Suggestions

Employee suggestion scheme can be described as a formalized mechanism which encourages employees to contribute constructive ideas for improving the organization in which they work. Implemented ideas are rewarded by a monetary award or some other form of recognition – usually proportionate to the benefits generated. It creates a climate of trust and confidence, job

satisfaction and continuous improvement in the company (Yusof & Aspinwall 2000). Marx (1995) defines a staff suggestion scheme as a formalized procedure to encourage the employees to think creatively about their jobs, job environment, and to come forward with ideas for which they will be rewarded on a specific basis, if acceptable and to the advantage of the organization. Day to day employee suggestions is a useful way to obtain and utilize employees' creative ideas especially when operating where innovation and constant improvement plays an increasingly vital part in economic success.

2.3.3 Facilitating Collective Bargaining

Collective bargaining is a process of decision making between parties representing employer and employee interests; it implies the negotiation and continuous application of an agreed set of rules to govern the substantive and procedural terms of the employment relationship (Windmuller et al, 1987). It can be initiated between trade unions and individual companies or between union federations and employer associations. In all of these cases, the goal is to agree upon rules to facilitate compromises between conflicting interests over the terms and conditions of employment. In replacing unilateral decision-making by the employer, bargaining has introduced an element of industrial democracy into the workplace (Cordova, 1990; Traxler, 1991).

Brown (2004), suggested that the range of issues over which bargaining takes place has narrowed in the last 20 years, but at the same time the scope of collective bargaining had rarely gone beyond pay and hours. Irrespective of the level at which bargaining takes place, a central goal is to reach compromises and agree upon rules for facilitating conflict resolution. For workers, this provides a protective function (ensuring adequate wages and working conditions), a voice function (influencing personnel and labour relations practices), and a distributive function (sharing in the fruits of technological progress and productivity). Thus collective bargaining

system not only determines the terms and conditions of employment, but also facilitates better employee relations in organizations.

Collective bargaining should also consider job evaluation to determine the relative worth of a job; this is necessary in considering compensable factors like skills, effort, responsibilities and working conditions. According to Noe et al. (2004), incentive pay is pay tied to individual performance, profits and other measures of success. Organizations select forms of incentive pay to energize, direct or control employees' behavior. It is influential because the amount paid is linked to predefined behaviors or outcomes. Dessler (2000) mention that incentives are usually paid to specific employees whose work is above standard. Employee benefits, on the other hand, should be available to all employees based on their membership in the organization; provision of benefits for selected groups of employees could induce some friction due to perceptions of inequity

2.3.4 Conflict Management and Grievance Redress Measures

When problems arise, it is important to understand how to handle them. This is a fundamental aspect of employee relationship management. Sometimes those conflicts occur between employees and employers. The sheer volume of grievances and disciplinary actions that arise will affect the costs of managing an organization. To the extent that management and unions devote time and effort to these formal adversarial procedures, they limit resources available for training, problem solving, communications, and other activities linked to productivity, human resource management, or organizational development (Katz et al., 1983). Consequently, volume of grievances and disciplinary actions should be systematically related to other measures of the performance of an industrial relations system (Thomson & Murray, 1976). High degree of conflict between labour and management lead to lower efficiency, poorer quality and poorer

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organizational performance, and eventual negative perception on the organization. Therefore, grievance and conflict resolution measures serve important and useful functions for labour and management for resolving the inevitable conflicts of employment relationships and for protecting the individual rights of employees.

2.3.5 Training and Development

According to Noe et al. (2004), in the economics of work, the forward looking management is one which provides opportunities for development of human capital. Employees can be best partners in business if they are maximally developed and when they reach their optimum potential. According to Noe et., al (2004), job applicants when hired, consciously or unconsciously, think of how they can grow in and on the job and organization. It is not enough that whatever knowledge and skills employees bring to their organization when newly hired are fully utilized. They should acquire additional capabilities for more responsibilities in their current and future positions. Employers need to update the workers to adjust to a very fast changing business environment; update is critical in order for the organization to compete, survive, and excel.

2.3.6 Transparency in Communication

Communication plays a key role in the success of any workplace program or policy and serves as the foundation for healthy workplace practices (APA, 2013). Transparency in communication about workplace practices helps achieve the desired outcomes for the employee and the organization. Regular and transparent sharing of the right information with organizational members on the work requirements enables employees to do the right things; this helps maintain trust and builds an engaged workforce. When employees feel that they can't be heard, neither

know what is required of them, they may become frustrated, leading to lowered employee morale. Low morale can result in negative perception, thus leading to low productivity and an uncomfortable work environment.

2.3.7 Encouraging Team Work

Mattick & Miller (2006) define a team as a group of people gathered in one department or task area, with common skills or product output in their goals. Encouragement of teamwork is necessary for the accomplishment of complex, multiple, interdependent tasks; moreover, a team can overcome and supplement individual skill weaknesses (Sheaffer et al., 2009). Teamwork is the ability to work together toward a common vision; it is the ability to direct individual accomplishments toward organizational objectives. It is important that organizational management work to foster teamwork and collaboration among the people they manage on an ongoing basis by establishing regular times to together as a group, encourage people to share information, make sure all employees receive the same memos in a timely manner, make sure everyone has access to necessary documents and communications in a shared database, be sure people have the tools and technology they need to share information and work together, and include virtual employees in on-site events (Gaines & Wilson, 2005). Encouraging team work enables employees reach greater feats in their chores as opposed to individual ones.

2.4 Perception and Employee Relations Management Practices

The perception that organizational embers have about the ERM practices in the organization can make a huge difference in quality of the workplace and greatly determines the outcomes of the activities. To survive in the competitive market condition, organizations need to get involved in several employee relations practices to influence members' perception towards supporting

organizational activities. For organizational members to perceive employee relations management practices positively, organizational leadership needs to put emphasis on gaining support from employees, having mutual trust and confidence building, allowing freedom of association (unions), improving career and salary tracks, retirement benefits, and retraining measures (Gomez-Mejia et al., 2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and procedures that were followed in conducting the research. It describes the research design, the target population, sample design and procedures, data collection instruments and data analysis methods.

3.2 Research Design

In order to answer the research questions, a cross-sectional survey was used in order to get an in-depth understanding of perception on the effectiveness of employee relationship management practices of civil society organizations involved in governance in Nairobi.

3.3 The Target Population

According to NGO Bureau (2013), Nairobi has 253 civil society organizations (CSOs) dealing with governance issues and the number still continues to grow. However, this study targeted all employees in 18 large civil society organizations with more than 100 employees and whose core business is governance. In this case the target population for the study was 1880 employees. The reason why the study targeted only large CSOs with more than 100 employees was due to consideration of limitations of time and budget constraints, which made coverage for all the registered CSOs dealing in governance within Nairobi impossible.

3.4 Sample Design

To get sample population for this study, stratified random sampling technique was used. The target population was divided into strata on the basis of sub-groups, for example management

and employees; thereafter simple random sampling technique was used to select participants within each of the sub-groups in the participating civil society organizations. In this regard, a total of 188 respondents were sampled from 18 large civil society organizations dealing in governance within Nairobi County. This is shown in Table 3.1

Table 3.1: Sampling Frame

Respondent Category	Target Population	Sample Percentage (%)	Sample Size
Managers	315	25	78
Employees	1565	5	78
Total	**1880**		**156**

Source: Author (2013)

3.5 Data Collection

The study used structured questionnaire as the primary data collection tool. The questionnaire contains both open ended and closed questions. The questionnaire was divided into two sub-sections, A and B. Subsection A collected data on the general demographic aspects of the CSOs while sub-section B collected data on organizational members' perceptions on various employee relationship management practices in civil society organizations dealing in governance issues. The questionnaires were delivered to the participants and then later collected upon completion.

3.6 Data Analysis

After the field work, questionnaires were checked for completeness and consistency. Editing, coding and tabulation were then carried out. The data collected was then analyzed using SPSS tool for quantitative materials and presented using descriptive statistics such as frequencies,

means, percentages and standard deviation; while qualitative responses was analyzed using descriptive narratives.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of findings gathered from various groups of employees in 18 large civil society organizations dealing in governance in Nairobi County. The research sought to determine perception of the effectiveness of employee relations management practices. All completed questionnaires were edited for completeness and consistency and the findings are presented in the form of tables, frequencies and percentages where applicable.

4.2 Response Rate

The study sampled a total of 156 respondents' from 18 large civil society organizations dealing in governance within Nairobi County. However, 120 respondents responded and returned their questionnaires contributing to 75.95% response rate. According to Mugenda and Mugenda (1999) a response rate of 70% and over is excellent and adequate for analysis and reporting. The researcher made use of frequency tables, graphs and charts to present data.

4.3 Reliability and Validity Assessment

Prior to the study, the researcher carried out a pilot study to pretest the validity and reliability of data collected using questionnaire. The pilot study allowed for pre-testing of the research instrument.

Table 4.1 Reliability Coefficients

Scale	Cronbach's Alpha	Number of Items
Management Perception	0.8919	19
Employee Perception	0.7523	20

Source: Author (2013)

Reliability and validity assessment was used to assess the internal consistency of the resulting scales and validity of constructs within the research questionnaire used. This was achieved by computing Cronbach's alphas using SPSS. According to Hair et al., (1995), Cronbach's Alpha value of 0.7 is acceptable as cut-off for reliability assessment. This shows that the constructs have adequate reliability for the next stage of analysis.

4.4 Demographic Information of Respondents

This section sought data on the demographic information of the respondents. This was done so as to understand the background of the respondents and their work ability to give relevant data useful to the study.

4.4.1 Respondents' Gender

The study sought to find out the gender of various categories of the respondents. This was important as it enabled making deduction on how the different genders in civil society organizations perceived the effectiveness of employee relations management relations practices.

Figure 4.2 Gender of the respondents

Source: Author (2013)

According to the findings, a total of 54 males participated in the study representing 45% while 66 females representing 55% participated in the study. The findings indicate that females were more than males with a difference not that significant and therefore this implied the was not influenced by gender

4.4.2 Respondents' Ages

The study sought to establish the age bracket of the respondents. Age is important in this study as how employees make relationships depend on their maturity. People at different ages have different perceptions on different aspects of employee relations management practices by organizations

Table 4.2 Respondents' Age

Age Bracket	Frequency	Percentage
Between 19-25 years	14.00	**11.67**
Between 26-35 years	38.00	**31.67**
Between 36-45 years	46.00	**38.33**
Between 45-60 years	22.00	**18.33**
Total	**120.00**	**100.00**

Source: Author (2013)

From the findings, majority (38.33%) of the respondents were aged between 36-45 years, 31.67% of the respondents were aged between 26-35 years, 18.33% of the respondents were aged between 45-60 years and 11.67% of the respondent were aged between 19-25 years. The findings imply that the respondents of the study were mature and that all ages are well represented hence the study would not be skewed to any age.

4.4.3 Highest Education level of the Respondents'

The study sought to find out the respondents' highest education level. Education level is significant in determining organizational members' perceptions on the effectiveness of employee relations management practices based on their understanding

Table 4.3 Highest Education level of the Respondents'

Category	Frequency	Percentage
Primary	7.00	5.83
Secondary	23.00	19.17
Tertiary	52.00	43.33
University	38.00	31.67
Total	**120.00**	**100.00**

Source: Author (2013)

Findings revealed that majority (43.33%) of the respondents had tertiary level of education in the CSOs, 31.67% had University education, 19.17% of the respondents had secondary level of education, 5.83% of the respondents had primary level of education. The findings on level of education, was that most of the employees were above the level of secondary school education, and hence were able to comprehend the concept of the study.

4.4.4 Duration of Employment

The study sought to establish the duration of employment of the respondents. Working duration is important as it enables determining employees' work experience which on the other hands helps influence their perception on the effectiveness of employee relations management practices embraced by civil society organizations.

Table 4.4 Duration of Employment

	Frequency	Percentage
Below 5 years	22.00	18.33
Between 5-10 years	25.00	20.83
Between 11-15 years	32.00	26.67
Between 16-20 years	23.00	19.17
21 years and above	18.00	15.00
Total	**120.00**	**100.00**

Source: Author (2013)

According to the findings, majority (26.67%) of the respondents had been working in the civil society organizations for between11-15 years, 20.83% of the respondents had worked for between 5-10 years, 19.17% of the respondents had worked for between 16-20 years, 18.33% of the respondents had worked for below 5 years and 15.00% had worked for 21 years and above in the civil society organizations. The findings indicate that the respondents had been there long enough to understand the importance of relationships within their organizations.

- **Perceptions on Effectiveness of Employee Relations Management Practices**

The study sought to determine the perception on effectiveness of various employee relations management practices by large civil society organizations in Nairobi County. Both management and employees were asked to indicate their level of agreement with various statements on employee relations management practices by large civil society organizations. These included employee empowerment and involvement, initiation of employee suggestion, collective

bargaining, conflict management and grievance redress, training and development, transparency in communication and encouragement of teamwork. The data was collected using 5 point likert scale. According to the scale, SD represented Strongly Disagree, D represented Disagree, N for Neutral, A for Agree, and SA for Strongly Agree. Means for the factors were established in order to provide a generalized feeling of all the respondents. In the results shown, those variables with a mean of $\geq$ 4.5 represented strong agreement to effectiveness of employee relations management practices, those ranging between $\geq$ 3.5 and $\leq$ 4.4 represented agree, those with $\geq$ 2.5 and $\leq$ 3.4 represented neutral, those between the range of $\geq$ 1.5 and $\leq$ 2.4 represent Disagree and finally, those with a mean of $<$ 1.4 represented strongly disagree. Standard deviation provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than one indicates that there is no consensus on the responses obtained while that of less than one indicates a consensus.

4.5.1 Employee Empowerment and Involvement

Respondents were asked to indicate their perception on the effectiveness of employee empowerment and involvement. The results are indicated in Table 4.5

Table 4.5 Employee Empowerment and Involvement

Statement	Mean	Std Dev.
Employees regularly look for ways to improve their work process	3.88	1.17
The management delegates some responsibilities to employee	3.78	1.25
Employees are involved in decisions that affect their work	3.91	1.21
Workers participate in developing long-term goals and objective	3.72	1.27
Management supports employees job related activities	3.86	1.20

Source: Author (2013)

From the findings, respondents agreed that they are involved in decisions that affect their work by 3.91 and that they regularly look for ways to improve their work process by 3.88. The study also found that respondents were in agreement that the management supports employees job related activities by 3.86 and that the management delegates some responsibilities to employees by 3.78. Further, they agreed that workers participate in developing long-term goals and objective by 3.72 in the CSOs.

From the above analysis, it can thus be concluded that respondents had positive perception on employee relations management practices by the civil society organizations. It can also be deducted that they are happy with the level of involvement in decision making, as well as the amount of support they get from the management. They are also proud of the practice of delegation by the leadership.

It should be noted that there was no consensus among the respondents as shown by the standard deviation which were all above or equal to one. This could be due to the fact that respondent were from different civil society organizations with different employee relations management

practices. Management and leadership styles embraced by the civil society organizations also differ from organization to organization.

4.5.2 Initiation of Employee Suggestions

Respondents were asked to indicate their perception on the effectiveness of initiation of employee suggestions. The results are indicated in Table 4.6

Table 4.6 Initiation of Employee Suggestions

Statement	Mean	Std. Dev.
The management encourages employee suggestions	3.75	1.30
Employee creative thinking is encouraged in the organization	3.38	1.47
The management review and acknowledges employee suggestions	3.85	1.21
Managers regularly seek employees opinions on job related issues	3.78	1.24
Employees are rewarded whenever their suggestions are approved	3.90	1.14

Source: Author (2013)

The results revealed that, respondents agreed that they are rewarded whenever their suggestions are approved by 3.90 and that management review and acknowledges employee suggestions 3.85. They also agreed that managers regularly seek employees opinions on job related issues by 3.78. It was also revealed that management encourages employee suggestions   3.75   and   that employee creative thinking is encouraged in the organization by 3.38.

From the above analysis, it can thus be concluded that respondents are happy with initiation efforts by the CSOS, in terms of encouraging suggestions, creative thinking, seeking employee

opinions and rewarding such opinions. Further, there was no consensus by the respondents as shown by the standard deviation on initiation of employee suggestion.

4.5.3 Collective Bargaining

Respondents were asked to indicate their perception on the effectiveness of collective bargaining. The results are indicated in Table 4.7

Table 4.7 Collective Bargaining

Statement	Mean	Std. Dev.
Employee compensation and benefits are reviewed regularly	3.76	1.25
The organization upgrades employee benefits	3.77	1.27
The institution conducts regular job evaluation	3.80	1.23
There are accurate deductions on pay	3.72	1.28
Compensation and benefits respond to present economic situation	3.86	1.25

Source: Author (2013)

From the findings, majority of the respondents agreed that there was collective bargaining in the in CSOs. They said the amount of compensation and benefits awarded to them respond to present economic situation and that the institution conducts regular job evaluation as shown by means 3.86 and 3.80 respectively. Also they agreed that their benefits are upgraded as shown by mean of 3.77 and that compensation and benefits are reviewed regularly as indicated by mean of 3.76. There are also accurate deductions in their pay as shown by a mean of 3.72.

It can therefore be concluded that respondents are happy with the benefits awarded to them by civil society organizations as a result of collective bargaining. It can also be deducted that the civil society organizations do honour their agreements with employees, as seen in the way they

conduct regular job evaluation and review of compensation and benefits to employees. However, there was no consensus on the findings

- **Conflict Management and Grievance Redress Measures**

Respondents were asked to indicate their perception on the effectiveness of conflict management and grievance redress measures. The results are indicated in Table 4.8

Table 4.8 Conflict Management and Grievance Redress Measures

Statement	Mean	Std. Dev.
There are dispute resolution mechanisms in the organization	3.77	1.26
There is free interaction between management and employees	3.64	1.33
There is healthy relations between management and employees	3.78	1.24
In case of conflict, managers strike compromise with employees	3.92	1.15

Source: Author (2013)

From the findings, majority of the respondents agreed that civil society organizations have conflict management and grievance redress mechanisms in place. This can be supported by majority of respondents who agreed that that whenever there is conflict, managers strike compromise with employees; they also agreed that there exists a healthy relation between management and employees as shown by means of 3.92 and 3.78 respectively. Respondents also agreed that there are dispute resolution mechanisms in the organization as shown by mean of 3.77 and that there is free interaction between management and employees as indicated by a mean of 3.64. However, there was no consensus by respondents on conflict management and grievance redress mechanisms by civil society organizations. From the findings, it can be concluded that respondents had a positive perception on conflict management and grievance

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redress mechanisms put in place by civil society organizations; this can be seen in healthy relations and free interaction that exists between employees and the management of civil society organizations.

4.5.5 Training and Development

Respondents were asked to indicate their perception on the effectiveness of training and development. The results are indicated in Table 4.9

Table 4.9 Training and Development

Statement	Mean	Std. Dev
The CSO encourages and supports professional development	3.85	1.20
There is a system that monitors the quality of training programs	3.75	1.30
Employees apply what they have learned in the workplace	3.88	1.21
The training received encourages qualitative advocacy	4.13	0.99
Supervisors are involved in designing training programs.	3.87	1.20

Source: Author (2013)

From the findings, respondents agreed that civil society organizations have training programs in place for their employees. Majority of the respondents agreed that the training received encourages qualitative advocacy, and that employees apply what they have learned in workplace as shown by means of 4.13 and 3.88 respectively. They were also in agreement that supervisors are involved in designing training programs and that CSOs encourages and supports professional development as shown by means of 3.87 and 3.85 respectively. They further agreed that CSOs have a system that monitors the quality of training programs to ensure employees are equipped with right skills as shown by a mean of 3.75. In the findings, study has revealed that there was

consensus by respondents on training and development that training they receive encourages qualitative advocacy as shown by a standard deviation of 0.99.

From the study, it can be concluded that training and development as was offered by the organizations, equipped the employees with necessary skills on how to go about their daily work activities. It can also be concluded that training influence employees' perception about the employer.

4.5.6 Transparency in Communication

Respondents were asked to indicate their perception on the effectiveness of transparency in communication. The results are indicated in Table 4.10

Table 4.10 Transparency in Communication

Statement	Mean	Std. Dev
There are effective communication systems in the organization	3.91	1.19
There exists transparent communication in the organization	4.03	1.08
The organization effectively shares information to all employees	3.87	1.19
There is regular feedback from leaders that helps to improve work	3.91	1.20
There is enhanced interdepartmental communication	3.88	1.19

Source: Author (2013)

From the findings, respondents agreed that there was transparency of communication in the organization. Majority of the respondents agreed that there exists transparent communication in the organization as shown by mean of 4.03. They were also in agreement that there were effective communication systems in the organization and that there is regular feedback from leaders that helps to improve work as shown by means of 3.91 and 3.91 respectively. There was

also enhanced interdepartmental communication as shown by a mean of 3.88 as well as effective sharing of information by all employees. However, study revealed that there was no consensus by respondents' transparency on communication. From the study, it can be concluded that civil society organizations practice transparency in communication. This enabled sharing information among employees. In essence communication is the facilitator of work activities in organizations

4.5.7 Encouragement of Teamwork

Respondents were asked to indicate their perception on the effectiveness of encouragement of teamwork. The results are indicated in Table 4.11

Table 4.11 Encouragement of Teamwork

Statement	Mean	Std. Dev
The organization management highly values teamwork	4.12	0.98
Employees are encouraged to form task related work-groups	3.93	1.15
There is strong commitment to teamwork by employees	3.82	1.22
Employees complete their tasks in time because of teamwork	3.73	1.26
Employees work together to accomplish goals and objectives	3.93	1.15

Source: Author (2013)

From the findings, respondents agreed that civil society organizations encourage teamwork. Majority of the respondents agreed that the organization management of civil society organizations highly values teamwork and that employees are encouraged to form work related groups as shown by means of 4.12 and 3.93. They were also in agreement that employees work together to accomplish goals and objectives as indicated by a mean of 3.93. Further, they also were in agreement that there is strong commitment to teamwork by employees and that

employees complete their tasks in time because of teamwork as indicated by means of 3.82 and 3.73 respectively. In the findings, study has also revealed that there was consensus by respondents on encouragement of team work as a way of enhancing perception. This is shown by a standard deviation of 0.98. From the study, it can be concluded that encouraging team enhances perception on employee relations management practices.

Respondents stated that their positive perception on employee relations management practices embraced by the civil society organizations has enabled them to have boosted their morale; enabled them have good relations with their leaders, fewer conflicts in the civil society organizations and increased work out put (employee productivity). Further, they stated that their positive perception on employee relations management practices has led to reduced instances of labour turnover in the civil society organizations. In essence, these employee relations management practices have enabled the civil society organizations to have unity of purpose when advocating for an issue.

Apart from employee relations management practices analyzed in this study, respondents also revealed a host of other employee relations management practices embraced by the civil society organizations to enhance perception. These they revealed as including: delegation of some responsibility by the management; Employee counseling on various life skill issues; celebration of organizational anniversaries by all employees.

4.6 Discussion of the results

According to Fajana (2000), in his unitary theory, the organization is seen as pointing towards a unified authority and loyalty structure. The theory emphasizes on common values, interest and objectives as factors that directly influence perception of employee relations. The study however found that good employee relations does not just happen, but are a result of effort and continual cultivation of effective relationship management practices by the employer.

According to Rose (2008), under the unitary perspective, trade unionism is outlawed and suppressed as it is viewed as an illegitimate intrusion or encroachment on management's right to manage; trade unions are regarded as an intrusion into the organization from outside, competing with management for the loyalty of employees. However, the findings of the study contradicts this view. The findings show that respondents did not only agree that CSOs honour collective agreements and bargains, but that they are happy with the benefits awarded to them by the civil society organizations as a result of collective bargaining.

According to Abott (2006), in order to maintain good employee relations, the management must ensure the organization is promoted amongst the workforce as the single source of authority and any alternative sources of authority are eliminated from the workplace. The study however found that CSOs seek employee suggestions in their decision making processes. The managements regularly seek employees' opinions on job related issues. This practice has enhanced employee relations among the CSOs. There was however no consensus by the respondents as shown by the standard deviation on initiation of employee suggestion which were all above one.

According to Fox (1966), in his conflict theory, views the organization as coalescence of sectional groups with different values, interests and objectives; thus, employees have different values and aspirations from those of management, and that these values and aspirations are always in conflict with those of management. Conflict theorists also argued that conflict is inevitable, rational, functional and normal situation in organizations, which is resolved through compromise and agreement or collective bargaining. This position supports the findings that respondents were happy with the benefits awarded to them by Civil Society organizations as a result of collective bargaining.

According to Mayhew (1985), good relationships between employer and employee do not just happen; they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management. Schweitzer & Lyons (2008); Srivastava et al. (1998), among others also highlighted employee empowerment and involvement, employee suggestions, collective bargaining, conflict management and grievance redress measures, training and development, transparency in communication, and teamwork as practices that enhance employee relations. The study found out that such practices enhance employee relations, as seen in outcome 5.3

According to Ivancevich (2010), empowerment as a recent and advanced manifestation of employee involvement, improves employee relations and contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make decisions that would traditionally be made by managers. From the finding, respondents agreed that the training received encouraged qualitative advocacy, and that employees applied what they have learnt in workplace. This was shown in the standard deviation outcome of 0.99.

Johnson & Redmond (1998, opined that employee involvement is operationalized through a process of five essential steps; informing, consulting, sharing, delegating, and empowering. The study revealed that there exists transparent communication in the CSOs, and that there is regular feedback from the management, a practice that has helped improve work. The study further revealed that there is enhanced interdepartmental communication as well as effective sharing of information by all employees among the CSOs.

According to Shapiro (2000), organizations are putting effort to involve employees in decision making processes. Staff are encouraged, enabled and empowered to contribute towards goal attainment. Spreitzer et al. (1997) also revealed that workers with greater choice concerning how to do their own work have been found to have high job satisfaction and that employee empowerment is more relevant in today's competitive environment where knowledge workers are more prevalent (Jarrar & Zairi (2002); Wimalasiri & Kouzmin (2000). The study found out that CSOs understand that empowerment is really a necessary tool to increase employee satisfaction, which will transfer into greater productivity and organizational effectiveness.

According to Yusof & Aspinwall (2000), employee suggestion scheme creates a climate of trust and confidence, job satisfaction and continuous improvement in the company. Marx (1995), also said that a staff suggestion scheme encourage the employees to think creatively about their jobs, job environment, and to come forward with ideas for which they will be rewarded on a specific basis, if acceptable and to the advantage of the organization. The study found out that involvement has enabled employees in the Civil Society organizations to perceive the CSOs positively.

According to Windmuller et al (2008), collective bargaining implies the negotiation and continuous application of an agreed set of rules to govern the substantive and procedural terms of the employment relationship. He further said that it can be initiated between trade unions and individual companies or between union federations and employer associations. In all of these cases, the goal is to agree upon rules to facilitate compromises between conflicting interests over the terms and conditions of employment. The study found out that CSOs honor collective agreements, and as a result, it has earned them positive perception on the part of their employees.

According to Thomson & Murray (976), high degree of conflict between labour and management lead to lower efficiency, poorer quality and poorer organizational performance, and eventual negative perception on the organization. The study revealed that CSOs have conflict management and grievance redress mechanisms in place. There was however no consensus by respondents on conflict management and grievance redress mechanisms in civil society organizations.

According to Noe et al. (2004), on training and development, in the economics of work, the forward looking management is one which provides opportunities for development of human capital. Employees can be best partners in business if they are maximally developed and when they reach their optimum potential. The study found out that the trainings received by the employees of CSOs encouraged qualitative advocacy and general contribution among them.

According to Sheaffer et al. (2009), encouragement of teamwork is necessary for the accomplishment of complex, multiple, interdependent tasks. These scholars further say that a team can overcome and supplement individual skill weaknesses. The study found out that Civil Society organizations encourage team work. There was evidence that employees work together

to accomplish goals. In the findings, the study has also revealed that there was consensus by respondents on encouragement of teamwork as a way of enhancing perception. This was shown by a standard deviation of 0.98.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The chapter provides the summary of findings derived from the study. The chapter also provides a discussion of findings, conclusions and recommendations for the study.

5.2. Summary of Findings

The findings indicate that females were more than males with a difference not that significant and therefore this implied there was not influenced by gender. The findings imply that the respondents of the study were mature and that all ages are well represented hence the study would not be skewed to any age. The findings on level of education, was that most of the employees were above the level of secondary school education, and hence were able to comprehend the concept of the study. The findings indicate that the respondents had been there long enough to understand the importance of relationships within their organizations. From the analysis, it can thus be concluded that respondents are happy with initiation efforts by the CSOS, in terms of encouraging suggestions, creative thinking, seeking employee opinions and rewarding such opinions.

From the analysis, it can also be concluded that empowerment and involvement has enabled employees in the civil society to perceive the CSOs positively. However, it was noted that there was no consensus among the respondents as shown by the standard deviation which were all above or equal to one. It can thus be concluded that respondents had positive perception on employee relations management practices by the civil society organizations and are happy with

the level of involvement in decision making, as well as the amount of support they get from the management.

The results of the study also revealed that respondents agreed that civil society organizations initiate employee suggestions. The managements regularly sought employees' opinions on job related issues. There was however no consensus by the respondents as shown by the standard deviation on initiation of employee suggestion which were all above one.

From the findings, respondents agreed that CSOs honour collective agreements and bargains. It can therefore be concluded that respondents are happy with the benefits awarded to them by civil society organizations as a result of collective bargaining. However, there was no consensus on the findings

From the findings, it can be concluded that civil society organizations have conflict management and grievance redress mechanisms in place coupled with free interaction between management and employees. However, there was no consensus by respondents on conflict management and grievance redress mechanisms by civil society organizations.

From the findings, respondents agreed that the training received encourages qualitative advocacy, and that employees apply what they have learned in workplace. In the findings, study revealed that there was consensus by respondents that the training they receive encourages qualitative advocacy as shown by a standard deviation of 0.99.

The study revealed that that there exists transparent communication in the organization, effective communication systems and that there is regular feedback from leaders that helps to improve work. There was also enhanced interdepartmental communication as well as effective sharing of

information by all employees. However, study revealed that there was no consensus by respondents' transparency on communication.

From the findings, respondents agreed that civil society organizations encourage teamwork. There was evidence that employees work together to accomplish goals and objectives as indicated. In the findings, study has also revealed that there was consensus by respondents on encouragement of team work as a way of enhancing perception. This is shown by a standard deviation of 0.98.

5.3 Conclusions

The study revealed that that employee relations management practices employed by large CSOs involved in governance within Nairobi County were effective and were likely to influence their employee perception. Thus the overall perception on employee relations management practices by large CSOs in governance within Nairobi County was a positive one; even though, the study realized that employees' perception was somehow influenced by their roles as well as their expectations. The study also concluded that civil society organizations are committed to and are involved in several employee relations management practices that have resulted in employees perceiving the organizations as good employers and are proud to be associated with the organizations. Employees are the backbone of any organization that intends to achieve success in its activities; proper handling of employees as well as being concerned about their well-being encourages them to stay in the organizations, and more so to increase their productivity.

5.4 Recommendations

Even though the findings have revealed a positive perception on employee relations management practices by large civil society organizations', this does not mean that all employees who

participated in the study had the same perception; neither were they all contented with the employee relations practices embraced by the civil society organizations. Enhanced perception on employee relations management practices should not be restricted to the analyzed practices but should also involve other several dynamic practices based on situation. This study recommends that civil society organizations should come up with several ways of improving their employees' perception; this should include continuous seeking for employee opinions in matters that concern them. Organizational leadership should ensure the presence of a host of employee relations management practices to all levels of employees in the civil society organizations.

5.5 Limitations of the Study

The study was conducted using a pre-determined questionnaire; this hindered respondents from expressing their views freely. Further, the study involved different levels of employees working at different levels in large civil society organizations; this may have affected the results as different employee levels have different perceptions on employee relations management practices.

5.6 Suggestions for Further Research

In spite of the benefits associated with good employee relations management practices in civil society organizations, exhaustive studies have not been carried out. A similar study should therefore be carried out in other Counties to determine perceptions on the effectiveness of various employee relations management practices for the benefit of enhanced productivity by civil society organization.

The study finally concludes that employees positive perceptions in the civil society organizations has been as a result of employee relations management practices embraced by the civil society

organizations. Theses have boosted their morale; enabled them have good relations with their leaders and reduced (fewer) conflicts

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SECTION A

RESPONDENTS GENERAL INFORMATION

- Name of your civil society organization……………………………………………………

- Kindly indicate your gender

Male	Female

- What is your age group?

Between 19-25 years	Between 26-35 years	Between 36-45 years	Between 45-60 years

- What is your highest level of education?

Primary	Secondary	Tertiary	University

- For how long have you been working in the CSO?

Below 5 years	5-10 years	11-15 years	16-20 years	21 years and above

SECTION B

PERCEPTIONS ON EFFECTIVENESS OF EMPLOYEE RELATIONS MANAGEMENT PRACTICES

Kindly indicate your level of agreement with the following statements on employee relations management practices in the civil society organization. Key: SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; and SA=Strongly Agree

- Statements on Employee Empowerment and Involvement

Statement	Responses				
	SD	D	N	A	SA
Employees regularly look for ways to improve their work process	7	15	3	55	40
The management delegates some responsibilities to employees	8	20	2	51	39
Employees are involved in decisions that affect their work	10	10	3	55	42
Workers participate in developing long-term goals and objective	10	18	4	52	36

Management supports employees job related activities	9	12	5	55	39

- Statements on Initiation of Employee Suggestions

Statement	Responses				
	SD	D	N	A	SA
The management encourages employee suggestions	11	17	2	51	39
Employee creative thinking is encouraged in the organization	20	22	3	42	33
The management review and acknowledges employee suggestions	10	11	5	55	39
Managers regularly seek employees opinions on job related issues	10	15	3	55	37
Employees are rewarded whenever their suggestions are approved	7	13	3	59	38

- Statements on Collective Bargaining

Statement	Responses				
	SD	D	N	A	SA
Employee compensation and benefits are reviewed regularly	10	16	3	55	36
The organization upgrades employee benefits	9	19	2	51	39
The institution conducts regular job evaluation	10	13	5	55	37
There are accurate deductions on pay	12	15	3	55	35
Compensation and benefits respond to present economic situation	9	14	5	47	45

- Statements on Conflict Management and Grievance Redress Measures

Statement	Responses				
	SD	D	N	A	SA
There are dispute resolution mechanisms in the organization	10	17	1	55	37
There is free interaction between management and employees	14	16	3	53	34
There is healthy relations between management and employees	10	15	3	55	37

In case of conflict, managers strike compromise with employees	7	13	3	56	41

- Statements on Training and Development

Statement	Responses				
	SD	D	N	A	SA
The CSO encourages and supports professional development	8	15	3	55	39
There is a system that monitors the quality of training programs	10	19	2	49	40
Employees apply what they have learned in the workplace	9	13	2	55	41
The training received encourages qualitative advocacy	4	9	1	59	47
Supervisors are involved in designing training programs.	9	13	3	55	40

- Transparency in Communication

Statement	Responses				
	SD	D	N	A	SA
There are effective communication systems in the organization	8	13	2	55	42
There exists transparent communication in the organization	5	12	2	57	44
The organization effectively shares information to all employees	7	16	3	54	40
There is regular feedback from leaders that helps to improve work	8	14	1	55	42
There is enhanced interdepartmental communication	7	16	3	53	41

- Encouragement of Teamwork

Statement	Responses				
	SD	D	N	A	SA
The organization management highly values teamwork	4	8	1	59	48
Employees are encouraged to form task related work-groups	6	15	2	56	41
There is strong commitment to teamwork by employees	7	19	2	53	39
Employees complete their tasks in time because of teamwork	10	17	4	54	35

Employees work together to accomplish goals and objectives	7	12	5	54	42

- Overall, what impact does the perception on effectiveness of ERM Practices have on execution of governance issues in the organization? ....

  ....

- What other employee relations management practices does the civil society organization embrace enhance members perception? ....

APPENDIX II

LIST OF CIVIL SOCIETY ORGANIZATIONS DEALING WITH GOVERNANCE IN NAIROBI

- Academy For Educational Development (AED)- Kenya
- Action For Peace Justice and Development
- African Centre For Rights and Governance
- Center For Transformational Leadership
- Centers For International Programs - Kenya
- Centre For Budget and Policy Analysis
- Community Aid International
- Corruption Watch International
- Federation Of Women Lawyers-Kenya
- Forum On Early Warning and Early Response - Africa
- Foundation For Human Rights and Resources Monitoring
- International Center for Policy and Conflict (ICPC)
- International Commission of Jurists (ICJ)
- Kenya Human Rights Commission (KHRC)
- Kenya Women and Youth League
- Legal Advice Centre (Kituo Cha Sheria)
- Refugee Consortium of Kenya
- The Youth Agenda