

**EFFECT OF EMPLOYEE INVOLVEMENT ON JOB PERFORMANCE AT THE  
KENYA MEDICAL RESEARCH INSTITUTE (CENTRE FOR GLOBAL  
HEALTH RESEARCH) KISUMU**

**BY**

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## **DECLARATION**

I, the undersigned, declare that this project is my original work and that it has not been presented in any other university or institution for academic credit

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## **DEDICATION**

I dedicate this project to God Almighty my creator, who has been my pillar and source of my strength throughout this program. I also dedicate this project to my father Haron Kikame, who taught me that patience, endurance and resilience are the traits to have for one to achieve their goals. My brother Oscar Yidah and sister Pauline Ambani, who taught me that even the largest task can be accomplished if it is done one step at a time. Last but not least I dedicate this work to Dennis Chivatsi Ali whose encouragement, support, advice and steadfast support made sure that I give it all it takes to finish that which I have started.

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## **ABBREVIATIONS AND ACRONYMS**

CGHR	-	Centre for Global Health Research
EI	-	Employee Involvement
KEMRI	-	Kenya Medical Research Institute
MBO	-	Management by Objectives
MOH	-	Ministry of Health
MPH	-	Ministry of Public Health
QC	-	Quality Circles
SDW	-	Self-directed work teams

## **ABSTRACT**

The highly competitive environment needs a different approach to manage employees and various studies have shown that employee involvement is a critical component of human resources management. The level of employee involvement in their job is a measure of the success of individual performance on their jobs and overall organization performance. This research investigated the correlation between employee involvement and job performance to the organization. The objective of the study was to determine the effect of employee involvement and job performance at the Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu. The study adopted a descriptive study survey as the research design. The population for the study included all the employees of Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu who were 867 in total. The study used a scientific formula by Fisher et al. to select the sample after which simple random sampling was used to select 174 respondents from the organization. The main primary data collection instrument of this study was structured questionnaires. Data obtained was analyzed using descriptive analysis approach for the general information. The data was presented using tables and measurement for the test variables was done using regression analysis to determine the effect of employee involvement on job performance. The study established that the employees of KEMRI (CGHR) had well defined goals and objectives and that the employees understood how their individual performance contributed to the overall organization goals. The study revealed that supervisors kept employees updated about the future direction of the organisation. Representative participation was also found by the study to be an important means to involve employees for efficient job performance. The study also evidenced that teams at KEMRI participate in deciding how the work gets done however teams are not given control and autonomy to perform their functions. Thus it can be concluded that enabling employees participate and be involved in matters that affect their jobs increases job performance and overall organizational performance. The study recommended that managers within the Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu involve employees more in setting goals, hold employee accountable for their activities and that managers should allow employees be innovative and creative to enable enhancement of processes and productivity in the organization.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Research Study**

New technological changes, demographics changed, competition and cultural trends in the last two decades have necessitated flexibility, higher qualification and skills from employees in organizations. Walton (1985) affirmed that the dynamic business environment requires diverse strategic approaches be adopted in order to manage workers effectively. Traditionally, workers have had either no say or an indirect say in issues which concern their job environment. Therefore, in efforts to boost organizational efficiency, employee involvement has been an area of academic concern and recent interest (Lawler, 2010). Employee involvement is all about making an enabling environment in which individuals have an impact on actions and decisions that influence their occupations. Thus the management team should be proactive in addressing the needs of employees who are considered the organization greatest asset. Applied management researchers have cited numerous beneficial outcomes of involving employees in organizational initiatives which include: enhanced managerial decision-making ability (Apostolou, 2000), change in attitude about work (Leana, Ahlbrandt, & Murrell, 1992), better welfare of workers (Freeman & Kleiner, 2005), reduced expenses through reduction of waste, (Apostolou, 2000), improved worker productivity across businesses (Jones, Kalmi, & Kauhanen, 2010), intent to stay, motivation, commitment, creativity, empowerment and job satisfaction ( Light, 2004).

This research will be directed by Theory X and Y, Goal Setting Theory and the Two Factor Theory. These hypotheses acknowledge that employee involvement is a principal driver to enhanced job performance. Social psychologist Douglas McGregor advanced Theory X and Y as the foundation of good management practice, and he argued that employees are not just cogs in the business machinery. Consequently, he promoted for a participative manner of management that is de-centralized (McGregor, 2000). Herzberg (1971) constructed the dual-factor hypothesis of motivation based on dissatisfiers and satisfiers. He contends that employees are motivated with work that is challenging enough to fully utilize their abilities by providing responsibilities and allowing them opportunities to participate in decisions affecting the organization (Herzberg, 1971). Edwin A. Locke's goal setting theory describes for setting specific goals to evoke higher performance. He postulated that through participation and employee involvement in goal setting, employees are more likely to accept goals and increases performance therefore enhancing job satisfaction (Latham, 2007).

The Public Health sector in Kenya aims at protecting and improving and securing community health and well-being, with emphasis on preventive rather than curative interventions among the population. There is a well-understood correlation between the performance of the economy of a nation and the health of its citizenry in that as the economy improves, so does the health of its people. The public health sectors is a significant element of public security and not only functions to give timely and adequate medical care, but also control, monitor and track disease outbreak. A healthy state directly results in economic development as there will be more citizens able to carry out

effective actions in the labor force. A research by Towett (2013) stated that Kenya is currently experiencing concern in the area of human resources in its public health sector. The major causes of this crisis includes, high staff turnover, deficient information systems, inadequate wages, non-involvement of employees in decisions that affects their work life, low performance, poor working conditions to inability to attract and retain people into public health work. This poses a challenge on performance and a lack of employee involvement initiatives in the Public Health Sector because an organization has the responsibility to create a conducive work environment and involve employee in decisions that affect their work life by removing barriers that hamper employee involvement.

### **1.1.1 Employee Involvement**

Despite the high profile of employee involvement concepts in organisations recently, there have been many differing views and definitions of the subject. According to Lawler & Mohrman, (1989) employee involvement is defined as a method that utilizes the capacity of the workforce and it is designed to enhance workers commitment to the overall organization success. Another important definition was made by Robinson et al. (2004), who stated that employee involvement, can be described as the positive attitude that a worker has towards the values of an organization. Further, He stated that involved employees are of business context, and collaborate with colleagues to improve their job performance within the job for the benefit of the organization. However Peter B. Grazier (1989) defined employee involvement in a more descriptive fashion by stating that employee involvement as the process of enabling employees to participate in the critical

thinking process that is intended at arriving at decisions that affect the organization. Employee involvement is an initiative that enables employee to partake in decision making and enhancement of activities convenient to their level in the organisation. According to the Chartered Institute of Personnel and Development (CIPD, 2001) employee involvement include a variety of processes devised to enlist the comprehension and maximum contribution of employees in an organization and their commitment to its objectives which results in increase of organisational performance (CIPD 2009). Further, Price (2004) also contends that employee involvement is a process involving participation, communication, decision making which leads to industrial democracy and employee motivation.

Therefore employee involvement has been conceptualized as a set of activities that enable workers to develop a feeling of ownership and responsibility towards the organization and it enables workers to take part in problem solving, decision making and information processing (Kearney, 1997). Thus, employee involvement harnesses the power of people in an organization and focuses it towards the achievement of strategic goals and objectives of the organization. Therefore, it can be deduced that employee involvement is a critical factor in the success and prosperity of any organization because employees are the organisation greatest assets.

### **1.1.2 Job Performance**

Job performance according to Motowidlo and Schmidt, (1997) refers to the values and overall benefits that an organization derives from an employee in a specific period of

time. On the hand Campbell (1990) defined job performance as a means of attaining a goals and objectives within a job. He also indicated that job performance is a set of complex and intricate activities that refers how to a job gets done and not the outcomes of the acts used to perform a job. Carlson et al (2006) defined job performance as the completion of activities by employees in a prescribed measurable standard as set by management while utilizing resources in a dynamic environment.

A synthesis of the above definition shows that job performance is used to assess the level at which an employee performs a given job. However, Murphy (1989) emphasizes on the need for job performance systems to be based on employee behaviour rather than the consequences of those behaviours. Murphy (1989) further indicates that emphasis on consequences is likely to have employees devise easier or alternative way to achieve pre-determined outcomes which are detrimental to the organization in the long term. Consequently, Murphy (1989) and Campbell (1990) seem to agree on the fact that performance should be perceived as the outcome of a set of behaviour and that job performance should be regarded as the observable behaviours that workers engage in. Pritchard (1995) proposed a theory of performance which explained that for an organization to improve its performance, it should either use its people or change technology. Pritchard (1995) further argued that an organizations workforce is the largest unexplored potential for improving its productivity.

Researchers have cited the importance and relevance of job performance because it is a important criteria used in determining the success and prosperity of an organization.



Also, Job performance is significant to employees because it indicates level of efficacy, high performance, mastery and elicits feelings job satisfaction. (Bandura, 1997; Kanfer et al, 2005).

### **1.1.3 Public Health Sector in Kenya**

The Kenyan health system follows a top down hierarchical structure which is overseen by the Ministry of Health (MOH) and is further split into two sister Ministries which are the Ministry of Medical Services and the Ministry of Public Health and Sanitation. The Ministry of Public Health and Sanitation supports programs that ensure the health goals of the Kenyan people are achieved by intervening in public health issues as described in its mandate. In its activities, the Ministry of Public Health and Sanitation is directed by the strategic framework as developed by Strategy for the National Transformation 2008–2012.

The Ministry of Public Health and Sanitation plays an important role in implementing the objectives of the public health policy. In this regard, the Ministry of Public Health and Sanitation undertakes the following key functions: Public Health and Sanitation Policy Management, Promotive and Curative Health Services, Preventive Health, Programmes including Health Services, Medical Services Policy and Coordination of Campaign against HIV/AIDS. The various institutions that are under the Ministry of Public Health and Sanitation include the following: Government Chemist, Kenya Medical Research Institute (KEMRI), Pharmacy & Poisons Board, National Hospital Insurance Fund (NHIF), Radiation Protection Board and Referral Hospitals Authority Kenya Medical Supplies Agency (KEMSA) and National AIDS Control Council ([www.health.go.ke](http://www.health.go.ke)).

#### **1.1.4 The Kenya Medical Research Institute (KEMRI)**

The Kenya Medical Research Institute (KEMRI) was founded through the Science and Technology (Amendment) Act of 1979 as a State Corporation. The Kenya Medical Research Institute (KEMRI) is a leading state owned organization responsible for conducting extensive medical research solutions to communicable and non-communicable diseases. The organization is mandated to prioritize on health needs of Kenya. The mission of The Kenya Medical Research Institute (KEMRI) is to strive to improve the quality of human health in Kenya through research. KEMRI cooperates and collaborates with local, global and international partners in order to achieve its mission. KEMRI advises the government in health research policy issues and also advises the Ministry of Health on matters of healthcare, National diseases surveillance strategies and rapid response capacity development for disease outbreaks.

In order to achieve its mandate, KEMRI has developed a framework which has enabled it to decentralize its research functions and services to seven regional centers. The seven Centre's serve the 47 counties in line with the strategic pillar of health research which is one of the goals of devolution. KEMRI has also empowered and developed a considerable number of scientists, administrative and technical staffs that have enabled the organization achieve recognition as a centre of eminence in health research. KEMRI is guided by the values of social action which is achieved through numerous corporate social responsibilities that include public health education, community involvement and community diagnostic services ([www.kemri.org](http://www.kemri.org)).

### **1.1.5 Centre for Global Health Research**

The board of management of the Kenya Medical Research Institute created and operates 10(ten) research centers. The ten centers are mandated by the board of to conduct research focused on specific areas of strategic and national importance. The centers of excellence are required to articulate and highlight the research areas as mandated by the board. Each center is expected to achieve the objectives as set out and the board of the Institute has the mandate to open, close or restructure the operations and objectives of any of the 10(ten) centers as it may deem fit.

The Centre for Global Health Research (CGHR) established in 1984 and is one of the ten (10) research centers established by the management board of KEMRI and is situated in Kisumu City. The center is strategically located in a region that is endemic for a significant number of infectious diseases. CGHR is known globally for ground-breaking research on infectious diseases that are medically significant. In addition, the CGHR has successfully conducted trials on climate and human health, molecular biology, immunology, schistosomiasis, epidemiology, human immunodeficiency virus (HIV), malaria, characterization of malaria vaccine candidate antigens, vector resistance, and emergence of drug, efficacy of drugs, tuberculosis and reproductive health. ([www.kemri.org](http://www.kemri.org)).

### **1.2 Research Problem**

Numerous studies conducted both locally and internationally have indicated that employee involvement is a deep construct to all facet of human resource management

known hitherto. If issues affecting human resources are not resolved in an appropriate manner, employees fail to fully involve themselves in their job (Ellis and Sorensen, 2007). Research has also evidenced that the more involved employees are, the more likely the organisation is to exceed the industry average in its revenue growth (Hewitt Associates, 2004). Other studies have also indicated that employee involvement is positively related to job performance (Towers Perrin Talent Report, 2003). Thus according to (Heintzman and Marson, 2002) employee involvement is positive predictor of enhanced job performance.

The Kenya Medical Research Institute like other organisations is faced with issues concerning employee involvement and job performance. Scientist and Researches have cited a lack of an enabling environment and facilities that do not support transfer and implementation of modern technology, lack of exposure and mentorship and non-involvement of employees in decisions that affect their job. Over the year employees have cited poor innovation management capacity, lack of funds to adopt modern technologies and an organizational culture that lacks employee involvement in organisational initiatives as a priority thereby hampering job performance (Kiambati, Kiiio, and Toweett, 2013).

A number of related studies on employee involvement in various countries have been conducted. Wachira (2013) investigated the connection employee engagement and commitment at a bank in Kenya. The findings revealed that employee engagement and employee commitment can be established through job satisfaction and employee manager

relationship. This previous study looked at employee engagement levels and job satisfaction while the present study seeks to determine the effect of employee involvement on job performance. Addai (2013) conducted a study on the link between decision making, employee involvement and worker motivation in the banking sector in Ghana. The findings of this research study revealed that, involving employees in various initiatives enhances job satisfaction and increases commitment to the organization. The existing study looked at various variables while the current study will consider only two variables that are employee involvement and job performance.

Parasuraman, Kelly & Rathakrishnan (2013) conducted a study on employee participation in the Malaysian private sector. The results revealed that there was no genuine participation by employees in most organizations in Malaysia. Mostly, management imposed employee participation scheme without consultation with unions. This study was conducted in a developed economy and therefore necessitated that future research further explore other countries where less is known about employee involvement and its effect on job performance. Furthermore, Wachira (2013) and Addai (2013) studies were conducted in the banking sector and did not consider direct employee involvement and participation in organizations. Also, Parasuraman, Kelly & Rathakrishnan (2013) study considered trade union involvement as a variable and was conducted in a developed economy and indeed, developed countries are economically, culturally, and politically different from developing countries. Moreover, these existing studies were mostly examined from a management point of view and not so much from employee's perspective.

Therefore the results of the current study may yield different outcomes and the findings may not apply in the current context because none of the previous researchers has studied effects of employee involvement and job performance at the Kenya Medical Research Institute (Centre for Global Research Centre) in Kisumu. These gaps in knowledge thus necessitated the proposed study and given the critical role that employees play in an organization, this study therefore aimed to answer the following research question: what is the effect of employee involvement on job performance at the Kenya Medical Research Institute (Centre for Global health Research) in Kisumu?

### **1.3 Research Objective**

The objective of this research study was to determine the effect of employee involvement on job performance at the Kenya Medical Research Institute (Centre for Global health and Research) in Kisumu.

### **1.4 Value of the study**

Employee involvement and job performance has previously lacked attention, especially in developing countries; therefore, this study will provide a fundamental framework and form a good literature foundation upon which further studies and references will be based on. Furthermore, the study will be beneficial to scholars, academicians and researchers since it will broaden their knowledge on issues and concepts facing employee involvement initiatives. Finally, this paper will add to the existing literature by empirically studying the correlation between employee involvement and job performance and may enrich scholars with knowledge in human resource management as a discipline

and create interest for future researchers. To policy makers in the public health sector and various organizations in existence in Kenya, this study will be important as it will question the existing policies in employee involvement and their effectiveness in enhancing job performance. The information will shed light on employee involvement practices at the work place and will enhance decision making towards improving employee involvement initiatives which may lead to a review of policies.

To human resources departments and practitioners this study will show the importance of employee involvement and enable organizations to devise strategies for formulation of innovative and implementation of employee involvement programs focused on efforts to promote collective participation through social partnership with workers. In addition to this, the findings of this study may have many implications to human resources departments and practitioners as they may use the study findings to better understand the link between employee involvement and job performance to enhance the teamwork atmosphere in their organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter commences with a discussion of the hypotheses on which the study is grounded on followed by a review in literature focusing on the pivotal underlying concepts of employee involvement as well as job performance. Finally, a discussion by highlighting empirical studies on the relationship between the two variables will be presented.

#### **2.2 Theoretical Foundation**

This research reviewed three theories linked to employee involvement, these are Theory X and Y, Goal Setting Theory and the Two Factor Theory.

##### **2.2.1 Theory X and Y**

McGregor (1960) in his edition titled the human side of enterprise, pioneered Theory X and theory Y style of management. He introduced and discussed the pivotal concepts and varying assumptions regarding the nature of humans in organization on the tenets of Theory X and Theory Y management approaches. McGregor (1960) proposed that leaders guided by Theory Y operated under a set of suppositions which he identified as classical management and he postulated that ordinarily humans prefer to be controlled, shun responsibility and lack ambition. These presuppositions therefore, led managers to oppose to give employees control over their work environment. Theory X managers place priority on the chain of command, they promote motivational methods of punishment or



reward and observe close control of employee behaviour. This assumptions led McGregor (1960) to conclude that classical management style was retrogressive and hindered achievement of organizations goals.

Based on this inference, Mcgregor (1960) advanced a differing set of managerial presumption referred to as Theory Y leadership style. Theory Y promotes a participative and involvement management style and advocates self-control, self-direction and commitment of employees to organization success. In addition, Theory Y leaders presume that individual are committed to work and that have the capacity to seek for solutions to work related challenges (Hindle, 2003). Leaders who practice Theory Y, also assume that employees are intrinsically motivated to work and thus managers prefer to delegate authority down the chain of command. Managers give individuals autonomy and also work is designed to provide enough opportunity to employees to enable them be creative and innovative. Also, managers who have adopted Theory Y, design the organization environment so that individual goals are linked to the overall organizational goals, resulting in greater creativity and productivity. Thus Theory Y leadership places priority on the nature of relationships that promotes employer and employee relationships, creation of conducive environment that enhances commitment to organization and enables employees exercise initiative, ingenuity, and self-direction (McGregor, 1960).

Significant application of Theory Y to this research is that it supports employee involvement because managers who practice it tend to involve employees when making

decisions, and value not only results but relationships (Sergiovanni, 1975). Thus, for employee involvement to work in organizations, priority has to be given to developing a positive, enabling and conducive work environment for the adaptation of a participatory style of management (Sergiovanni, 1975).

### **2.2.2 Two Factor Theory**

The two factor theory was advanced by Fredrick Herzberg in 1959 and later constructed extensively by Barbara Snyder and Bernard Mausner. Herzberg (1959) constructed a dual-dimensional model of factors regarding people's philosophy about work. Herzberg and his proponents secluded the two sets of model which he identified as satisfiers and dissatisfiers. The dual factor theory postulates that the existence of the motivator factors create work satisfaction, but their absence does not lead to job dissatisfaction. Examples of motivating factors include recognition, achievement and responsibility. On the other hand, the aspect of hygiene factors which describe the work environment, do not create feelings of satisfaction, but their absence leads to job dissatisfaction and examples include supervision, job security and salary. (Daft, 2003).

Further, Herzberg (1959) contends that the lack of hygiene aspects if lacking in the place of work environment, can lead to employees' job dissatisfaction since hygiene aspects prevent employees discontent. In other words, these aspects do not contribute to motivation but, lack of them causes discontent. Unlike hygiene aspects, motivation aspects can truly encourage workers to work hard as well as enjoy their jobs. These aspects involve what individuals actually do on their occupation and must be engineered

into the jobs so as to develop inherent motivation (Herzberg, 1984). Also, Herzberg (1959) argued that hygiene aspects only produced short-term improvements in job performance and attitudes while motivators were typically directly related to the real tasks given and are connected with long-term constructive effects in work performance.

Importance of the two factor hypothesis to this research is that places emphasis on job motivational factors that include challenging job, employee involvement and participation, empowerment responsibility, recognition, and opportunities for career development. Therefore, the dual factor theory provides a framework to support the validity of the argument that employee involvement enhances job performance in organisations.

### **2.2.3 Goal Setting Theory**

Goal setting theory was postulated by Edwin Locke in 1960 and he asserted that goal setting is fundamentally linked to performance (Locke, 1968). Goal Setting Theory is an intellectual hypothesis of motivation grounded on the assertions that goals do regulate employee behavior. Goal theory postulates a positive link between performance and goal difficulty, with challenging goals eliciting much effort than simple goals (Martin and Manning, 1995). This hypothesis presupposes that behavior is purposeful and that goals focus employees' energies in performing specific task (Locke & Latham, 1990).

Consequently, Goal Setting hypothesis is an effective strategy of arousing performance by provision of feedback, employee involvement and participation (Latham et al, 2002).

Necessary feedback of results and employee involvement in goal setting directs the employee behaviour and contributes to higher performance than absence of feedback and non-involvement. Also, specific, difficult goals lead to participation through employee involvement in goal setting, enhanced employer-employee relations and improved performance by producing higher levels of effort and planning (Latham et al (2002). Thus goal setting can be an effective method of influencing performance by enhancing employee involvement initiatives through provision of appropriate communication and regular feedback mechanism (Latham et al 2002).

### **2.3 Forms of Employee Involvement**

A number of diverse forms of worker involvement practices have been recognized in several studies conducted by diverse authors and they include:

Representative participation is a form of employee involvement achieved by selecting or electing employee representatives from the different department and teams to sit on the organization board. The process is consultative where employees elect representatives who are mandated to discuss with senior management issues that concern employees (Apostolou, 2000). This forum provides employees a chance to contribute to proposals before they are presented to senior management for implementation. Further Judge and Generd (2004) contends that representative participation requires that acceptable solutions to problems be sought through an open communication of ideas and information.

Participative decision making is an employee involvement method described as the extent to which employers engage employees in making key decisions for the organization (Judge and Gennard, 2010). The goal of participative decision making is to enable the organization engage employees through involvement and consequently achieve higher job performance (Latham, 2010,). However, participative decision making is a power-sharing initiative where decision making roles are shared between senior managers and employees (Black & Gregersen 1997). In order to be effective, participative decision making should involve all the employees in the organization since it seeks to solve employee's problems and enhance decision making (Locke & Schweiger, 1979).

Downward communication from managers and upward problem solving communication are techniques used to inform employees of management plans, discuss organizational performance or solve specific issues related to employees (Judge and Gennard, 2005). Management employ various strategies and include sharing of videos, company newsletters, journals and reports. These materials enable employees to be informed about changes and development in the organization. Upward problem solving methods include team briefing, suggestion schemes, employee attitude surveys and regular team meeting are ways to create awareness for top management to be aware of the issues faced by the employees about the organization (Marchington, 1992).

According to Judge and Gennard (2005), financial participation enables workers to share in the financial achievements and failures of the company. This motivates workers to be more committed to the goals and objectives of the organization, leading to higher job

performance. It is also widely accepted that financial participation boosts the morale and enthusiasm of employees towards the achievement of organizational goals. By sharing in the financial success or failure of the company, employees become important shareholders and may even own the company at some point (Judge and Gennard, 2005).

According to Ankarlo (1992), self-directed work teams are groups of employees assigned specific functions and the members team have to be sufficiently trained on specific skills related to the function of the group. Self-directed teams are involved in planning, implementing and controlling all the activities that are part of the assignment for the group and since the team is self-directed, there is no leader to provide directions and all individuals within the team have the same level of authority (Ankarlo, 1992).

Quality circles are a method of employee involvement where the views, ideas and solutions of every team member are examined when solving work related problems. Quality circles provide an opportunity for employees to solve problems together. They identify, analyze and implement solutions to cost reduction. Quality circles have been known to reduce costs, enhance productivity, enhance employee career development and increase job satisfaction (Kretitner and Kinicki 2007).

Management by objectives is another aspect of employee involvement. It refers to the process of identifying and defining the specific objectives to be achieved in a company. Management by objectives also identifies the most efficient and effective methods on how to achieve each objective. According to Lambert, Bruce (1992), management by

objectives enables employees to see achievement of objectives one by one as they are achieved. This instills a sense of achievement in employees and motivates them to accomplish more objectives and also improve their working environment. Employee involvement in management objectives gives employees an opportunity to participate in setting the objectives and identify the most efficient method of accomplishing the objectives (Lambert, Bruce (1992).

#### **2.4 Indicators of Job Performance**

Job performance indicators are defined as the observable, quantifiable measurements that show the level of success achieved by an individual or an organization. Indicators of job performance include:

Quality of work is a measure of performance and it is obtained by physically inspecting the products, collecting feedback from purchasers of products and services through survey, statistically sampling out products. Other methods of measuring quality of work include calculating percentage of product or work rejected and redone. Quality of work can also be measured by determining the reliability, compliance level, accuracy and judgment of experts (Lockwood and Ward, 2013).

Quantity of work is measured by counting the number of product units produced per day, per week or per month. For employees to achieve the targeted quantity of work, they should set priorities and timelines and make initiatives to determine ways of enhancing productivity. Consequently, individual performance and organizational performance is likely to increase (Lockwood and Ward, 2013).

Creativity and innovation may not be easily determined through short term measures but in the long term. It is important to note that creativity and innovation can be determined by examining the achievement of set targets and goals rather than long term improvement. It may be measured by determining the measures such as flexibility and ability to adapt to changes and use of alternative methods to achieve goals and objectives (Lockwood and Ward, 2013).

Efficiency is a measure of the ability to minimize unnecessary effort, resources and expenditures. Efficiency is concerned with the way resources are used and the time spent to achieve specific organizational goals. Employees that are efficient are able to achieve more using fewer resources (Lockwood and Ward, 2013).

## **2.5 Factors that affect job performance**

Diverse authors and researchers have documented numerous factors that collectively and individually affect job performance in both negative and positive way and these factors are:

Leadership can be defined as a process through which a person influences a team to accomplish a set goal or goals. (Northouse, 2007) On the other hand, leadership style is characterized by the philosophies and behavior of a leader and style describes the patterns that a leader uses when handling his followers (Dubrin, 2004). Leadership style adopted in any organization is critical since it influences either positively or negatively employees performance (Armstrong & Murlis 2004).



Coaching has been identified as a critical approach of enhancing job performance (Champathes, 2006). Coaching is an interactive two way communication process whereby the coach identifies the areas of improvement and methodology of the improvement including developing appropriate strategies to ensure that improvement is achieved. Further coaching identifies and eliminates the specific behaviors and attitudes in employees that hinder performance improvement. Thus, it can be deduced that coaching is encouraging and assisting an individual to improve their performance (Champathes, 2006).

Participation is the process of engaging employees in making critical decisions on issues affecting the organization. Participation makes employees feel that they are part of the organization and it improves commitment to the organization (Chen and Tjosvold 2006). Participation enhances motivation levels in the organization because employees are viewed as partners and stakeholders in the achievement of organizational goals. Participation results in a positive change of employee attitude towards the organization which results in enhanced job performance levels (Kuzmits & Elbert, 1989).

Organizational culture refers to the values and beliefs that distinguishes an organization from others and refers to the mindset of the people in an organization (Hofstede, 1991). According to Deal and Kennedy (1982), a strong culture is essential to improving performance of individual employees and consequently organizational performance. A positive organizational culture enhances job performance of individuals and it enables employees to adapt towards the achievement of organizational goals and objectives (Deal and Kennedy, 1982).

## **2.6 Employee Involvement and Job Performance**

There is increasing evidence indicating that employee involvement enhances job performance since it has the ability to improve quality decisions making by rising the inputs (Miller & Monge; Markey 2006). Employee performance improvements linked to worker involvement range from improved quality as well as higher productivity to lower scrap rates as well as higher level of consumer satisfaction (Tamkin, 2003).

The Gallop Organization (2004) studied employee involvement in 7,939 departments in 36 organizations. The study findings evidenced that employee involvement was directly related to job performance in a several areas such as productivity, profitability and customer satisfaction (Harter, Schmidt & Hayes, 2002). Correlations between employee involvement and job performance and effectiveness were noted by Harter et al (2002) and Patterson et al (2004). Harter et al studied employee involvement initiatives encompassing job performance affecting 8,000 business units in 36 companies. The researcher noted that increased employee involvement was directly linked to improved performance and consequently higher profits. Equally in a related study of 42 organizations by Patterson et al (2004) noted that employee involvement was directly related with enhanced employee performance and resulted in increased company productivity in the subsequent year. In similar manner, a research of 2,000 financial institutions in the United Kingdom showed that for every 10 per cent increase in employee involvement levels corresponds to a four per cent increase in product sales (Young, 2007). Corporate Leadership Council, (2004) conducted a study of 50,000 and the finding indicated that the most involved and committed employees perform 20 per

cent higher than their counterparts. Sonnentag's (2003) study of employees from six state owned corporations in the United Kingdom showed that high levels of employee involvement at work was critical in motivating employees to learn skills related to the work and also take initiatives to find solutions to work related problems.

In another study, Watson Wyatt's (2007) researched on 946 organizations in 22 countries. The findings showed that involved employees who are more likely to perform better than employees who are not involved. However, Balain and Sparrow (2009) contends that employee involvement relationship to job performance is over simplified as it implies that higher levels of employee involvements results in higher job performance but rather they contend that the correlation between employee involvement and job performance is rather complex to be explained through performance and that studies only indicate and measure the outcomes of performance rather than the underlying issues and causes.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section is concerned with the various steps that facilitated the execution of the research study. It describes the main features of the research study design, target populace, data gathering and data analysis techniques assumed in this research.

#### **3.2 Research design**

This research adopted a descriptive survey study design to accurately and systematically describe the effect of employee involvement on job performance at the Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu. This approach adopted an in depth exploration of data on the nature of the problem. Descriptive research design involves querying the selected population about a certain issue and allows the researcher to collect information on the actual state of the phenomenon at the time of the study (Musungu & Nasongo, 2008).

#### **3.3 Target population**

The Kenya Medical Research Unit with its various departments was considered as one unit and staff of the Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu, were the unit of analysis. The population was the entire staff of Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu who are 867 in total. The target population was largely homogeneous and comprised of professional staff of the Institute,

### 3.4 Sampling Design

The sample size for this research was 174, with the staff complement of Kenya Medical Research Institute (center for Global Health Research) in Kisumu being 867.

A sample size comprising of 174 respondents (20% of the population) were a representative of members of staff as calculated below:

$$SS = \frac{Z^2 * (p) * (1-p)}{C^2}$$

Where:

SS= Sample Size

Z = Z value (e.g. 1.96 for 95% confidence level)

P = % is expressed as decimal (0.5 assuming that the level of accuracy is 50 %)

C= Degree of confidence, expressed as decimal (0.75)

The margin of error adopted was 5% percent confidence (alpha level of 0.05) as applied in educational and social surveys (Krejcie & Morgan, 1970). There being no estimate available for the proportion of the target population, 50% (0.5) was used as the 'P' as recommended by Fisher et al (2005) as a conservative value for maximum variability (Mugenda & Mugenda, 2003).

$$SS = (1.96)^2 \times .5(.5) / (.075)^2$$

$$(3.8416 \times .25) / .0055$$

$$.9604 / .0055 = 174(20\%) \text{ respondents}$$

The sample size was then stratified into three strata i.e. senior management, middle management and junior staff. Random sampling of 20% on each strata were then used to select 174 respondents from the organization.

**Table 1: Sample Size**

<b>Job Category</b>	<b>Population Size</b>	<b>Sample size (20%)</b>
Senior Level Management	88	18
Middle Level Management	502	100
Junior Staff	277	56
<b>Total</b>	<b>867</b>	<b>174</b>

### **3.5 Data Collection**

The primary data collection instrument of this study was structured questionnaires which was administered to the selected employees on a drop and pick later method. The questionnaire was split into three sections. The first section was concerned with the demographic information about the selected respondents. The second section dealt with employee involvement and section three covered job performance. The questionnaire applied a five point likert scale because it is the most applied universal method for survey research collection, it is easily understood and the responses are easily quantifiable.

### **3.6 Data Analysis**

The data obtained was analyzed using descriptive analysis approach for the general information. Data collected was then categorized and analyzed to identify relationships

and emerging themes. The data was cleaned, coded by assigning only one code to each category for clarity and keyed in for computer assisted analysis. This involved generating statistical measures such as frequencies and percentages. The findings were presented using tables. Measurement for the variables was done using regression analysis to establish the effect of employee involvement on job performance.

### **Regression Model**

$$Y = \beta_0 + \beta_1 X + \epsilon$$

#### **Where:**

Y= Job performance

X= Employee Involvement

$\beta_0$ = Constant

$\beta_1$  =Regression Coefficient

$\epsilon$  = Error Term

## **CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter provides a detailed discussion of the finding in an attempt to achieve the research objective. The objective of this research was to determine the effect of employee involvement on job performance at the Kenya Medical Research Institute (Centre for Global health and Research) in Kisumu.

### **4.2 Response Rate**

From the study target populace sample of 174 respondents, 127 respondents completed and returned their questionnaires, constituting 72.29% response rate which is above what Mugenda and Mugenda (2011) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

### **4.3 General Information**

The study sought to enquire on the respondent's description including gender, level of education, job category and length of service in a bid to determine their suitability for this research.

#### **4.3.1 Gender of the Respondents**

The researcher sought to establish gender distributions of the respondents. The findings are indicated in Table 2.



**Table 2: Gender of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	70	55.1
Female	57	44.9
<b>Total</b>	<b>127</b>	<b>100.0</b>

**Source (Research data, 2016)**

The findings showed that 55.1% were male while 44.9% were female. This findings indicated that there were marginal variations amongst the two genders and that the Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu is an equal opportunity employer.

#### **4.3.2 Duration Worked in Organization**

The respondents were further requested to indicate the duration they had worked with KEMRI. The responses obtained are shown in Table 3.

**Table 3: Duration Worked in Organization**

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
Below 5 years	12	9.4
6 -10 years	20	15.7
11-15 years	51	40.2
Over 15 years	44	34.6
<b>Total</b>	<b>127</b>	<b>100</b>

**Source (Research data, 2016)**

The findings indicated that 40.2% of the respondents had worked with KEMRI for a period of between 11 and 15 years, 34.6% had worked for a period over 15 years, whereas 15.7% had worked for a period of between 6 and 10 years. The respondent's

length of service at the Kenya affirms that the respondents were knowledgeable with organizations processes and gave meaningful responses to the study.

#### **4.3.3 Job Category of the Respondents**

Respondents were also requested to show the job category they belong to. The results of the findings are indicated in Table 4.

**Table 4: Job Category of Respondents**

<b>Level of Management</b>	<b>Frequency</b>	<b>Percent</b>
Senior Management	24	18.9
Middle Management	64	50.4
Junior Staff	39	30.7
<b>Total</b>	<b>127</b>	<b>100.0</b>

**Source (Research data, 2016)**

The findings revealed that 50.4% were in middle level management, 30.7% were junior managers while 18.9% were in senior management. These findings indicate that the study was able to gather responses from all the job categories.

#### **4.3.4 Level of Education**

The study sought to find the education level of the respondents. The results are as shown in the Table 5.

**Table 5: Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
PHD	11	8.7
Postgraduate	29	23.4
Undergraduate	57	44.5
Diploma	23	18.1
Certificate	7	5.3
<b>Total</b>	<b>127</b>	<b>100.0</b>

**Source (Research data, 2016)**

From the findings 44.5% of the respondents were under graduate while the lowest qualification which was represented by 5.3% had a certificate. This finding indicated that most respondents had university level of education and were able to comprehend the construct of employee involvement and job performance.

#### **4.4. Employee Involvement**

In this section, the researcher sought the respondents' perception in regards to the various form of employee involvement practices in the organization. Respondents were required to show the level of agreement to the statements related to employee involvement which were in a likert scale of between of 1 to 5: (1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly). The scores were calculated to mean scores which were interpreted as 4.5 - 5.0 strongly agree; 3.4 - 4.4 agree; 2.5 - 3.4 neutral; 1.5 - 2.4 disagree; and 0.0 - 1.4 strongly disagree.

#### 4.4.1 Management by objective

**Table 6: Management by objective**

	<b>Mean</b>	<b>Std. Deviation</b>
I have clear goals and objectives for my job.	3.5906	1.31145
I understand how my work contributes to the overall organisations goals and objectives	4.3622	1.03640
I participate in setting the goals and objectives concerning my job and i am given the opportunity to suggest improvements.	2.4252	1.14448
I am allowed freedom and flexibility to exercise control over my work	2.1260	.90656

**Source (Author, 2016)**

Respondents agreed with a mean of 4.3622 that they understood how their work contributes to the overall organisations goal and stated with a mean of 3.5906 that they had clear goals and objectives. Respondents were neutral with a mean of 2.4252 that they participated in setting the goals and also neutral with a mean of 2.1260 on being allowed freedom and flexibility to exercise control over their work.

#### 4.4.2 Participative decision making

**Table 7: Participative decision making**

	<b>Mean</b>	<b>Std. Deviation</b>
I am involved in making decisions that affect my work	2.3543	1.03052
My manager consults me before making decisions that will affect me	2.7244	.98945
My supervisor keeps me informed about the organizations future directions.	4.0315	1.35657
Proposed decisions are made at the lowest level possible	2.0472	.89957

**Source (Author, 2016)**

Respondents indicated with a mean of 2.3543 that they were involved with decisions that affect their work. They were also neutral with a mean of 2.7244 in regards to consultation with their supervisors regarding their work. Respondents also strongly agreed with a mean of 4.0315 that supervisors informed employees of the organization future direction. On the other hand, the analysis moderately agreed with a mean 2.0472 that proposed decisions were made at the lowest level possible in the organisation

#### 4.4.3 Representative participation

**Table 8: Representative participation**

	Mean	Std. Deviation
My organization has elected employee representatives at the board.	3.3937	1.39817
Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees	2.8031	1.27888
Employees input and ideas is sought before major decisions that affect them are made	2.0110	.92352
I have enough involvement in decisions that affect my job and i am given the opportunity to suggest improvements.	4.0472	.97475

**Source (Author, 2016)**

The findings in Table 8 show that respondents strongly agreed by mean of 4.0472 that they had enough involvement in decisions that affect their job and were given the opportunity to suggest improvements. However, the respondents were neutral with a mean of 2.8031 on statement that management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees in their organizations.

#### 4.4.4 Self driven work team

**Table 9: Self driven work team**

	<b>Mean</b>	<b>Std. Deviation</b>
There is a strong feeling of teamwork and cooperation and management encourages formation of teams.	3.3937	1.39817
Employees in my department participate in deciding how the work gets done and team members are held accountable for the decisions they make.	4.5433	.96573
My team is allowed freedom, autonomy and flexibility to exercise control over their work	2.3110	.92352

**Source (Author, 2016)**

Respondents agreed with a mean of 3.3937 that there was a strong feeling of teamwork and that management encouraged the formation of team. Respondents also strongly agreed with a mean of 4.5433 that team participate in how works gets done and are held accountable for their decisions. However respondents agreed on a low extent with a mean of 2.8110 in regards to teams being given freedom, autonomy and control over their work.

#### 4.4.5 Communication

**Table 10: Communication**

	<b>Mean</b>	<b>Std. Deviation</b>
There are good Communication channels at and am kept up to date with what I need to know.	4.8346	.62696
Employee opinions and suggestions are given significant consideration in the organization's decision making process	3.3937	1.39817
Employees are encouraged to freely express their feeling and concerns	3.0866	1.22165

**Source (Author, 2016)**

Respondents strongly agreed with a means of 4.8346 that the organization had good communication channels and that the organization kept employees updated with information they need. Nevertheless the respondents were neutral with a mean of 3.0866 that employees are encouraged to express their feelings and concerns.

#### 4.5 Job Performance

Job performance indicators are quantifiable measurements that reflect the critical success factors of both the employees and the organization. Aspects of indicators include quality of work, meeting deadlines, cooperation, achievement of set targets and efficiency. Respondents were required to show the level of agreement to the statements related to job performance which were in a likert scale of between of 1 to 5: (1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly Agree). The scores were calculated to mean scores which were interpreted as 4.5 - 5.0 strongly agree; 3.4 - 4.4 agree; 2.5 - 3.4 neutral; 1.5 - 2.4 disagree; and 0.0 - 1.4 strongly disagree.

##### 4.5.1 Quality of Work

**Table 11: Quality of Work**

	<b>Mean</b>	<b>Std. Deviation</b>
I have a clear understanding of the performance standards expected of me on my job	3.6486	1.13569
I have the necessary tools and equipment that need to work efficiently.	4.1351	1.13437
I looks for ways to improve processes and productivity	3.0541	1.10418
Management is committed to the idea that quality is at least as important as quantity	2.3784	.92350

**Source (Author, 2016)**

Respondents strongly agreed by a mean of 4.1351 that had necessary tools and equipment that they needed work and respondents also agreed with a mean of 3.6486 that they had a clear understanding of the performance standards expected on their job. The findings showed that the respondents neutral with a mean of 3.0541 on searching for ways that improves processes and productivity.

#### 4.5.2 Meeting Deadlines

**Table 12: Meeting Deadlines**

	<b>Mean</b>	<b>Std. Deviation</b>
I set for myself clear, realistic, and achievable goals.	4.1006	.83666
I organize my work to meet and deadlines.	3.0444	.99899
I priorities tasks so that I do the most important task	4.5556	.85240

**Source (Author, 2016)**

The results of the findings showed that respondents priorities tasks so that they do the most important and urgent first as indicated by a mean of 4.555 and also respondents strongly agreed with a mean 4.1006 on setting clear, realistic and achievable goals. Respondents agreed to a moderate extent on organizing their work to meet their objectives and deadlines as indicated by a mean of 3.0444.

#### 4.5.3 Cooperation

**Table 13: Cooperation**

	<b>Mean</b>	<b>Std. Deviation</b>
I get the cooperation I need from my co-workers	3.9334	.8227
My team fosters open communication and recognizes individual contributions	4.1332	.7526
There is good communication between my division and other divisions within my organization.	3.8027	.7214

**Source (Author, 2016)**



In relation to cooperation the respondents agreed with a mean of 4.1332 that their team fosters open communication and recognizes individual contributions. There was a level of doubt among the respondent whether work between departments was well-coordinated as shown by a mean of 3.1064.

#### 4.5.4 Achievement on Set Targets

**Table 14: Achievement on Set Targets**

	<b>Mean</b>	<b>Std. Deviation</b>
I am held accountable for achieving goals and meeting expectations	2.8662	.9015
I review my progress towards goals and revise my plans as appropriate.	3.4675	.8765

**Source (Author, 2016)**

The findings showed that respondents review their progress towards goals and revise their plans as appropriate but it was evident that they were not really held accountable for achieving goals and meeting expectations.

#### 4.5.5 Efficiency

**Table 15: Efficiency**

	<b>Mean</b>	<b>Std. Deviation</b>
I am satisfied with the productivity and efficiency of my work and department.	4.7946	.98487
I am encouraged to come up with better ways of doing things	3.5676	.64724
Senior management consistently emphasizes efficiency and excellence in the workplace.	3.7703	1.19370

**Source (Author, 2016)**

As per the findings in Table 15 the respondents strongly agreed that they were satisfied with the productivity and efficiency of their work and department with a mean of 4.7946.

The respondents also agreed that senior management consistently emphasizes efficiency and excellence in the workplace with a mean of 3.7703. Respondents also agreed with a mean of 3.5919 that the amount of work they expected on their job to do was reasonable.

#### 4.6 Relationships among dependent and independent variables

**Table 16: Summary of Regression Model Output**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.859	0.738	0.734	1.324

Source (Author, 2016)

Regression Analysis of the relationship among the test variables revealed that there was a significant and positive relationship between employee involvement and job performance. The adjusted  $R^2$  was used to establish the predictive power of the model, which indicated that all the variables combined explained 73.4% of the variations in job performance. The study found that employee involvement accounted for 73.4% of the variations in job performance. According to the model, 26.6% percent of the variation in job performance could not be explained therefore, further studies should be done to explain this variation

**Table 17: Analysis of variance results**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1325.82	1	331.455	186.916	.000
Residual	469.92	125	1.773		
Total	1795.74	126			

Source (Author, 2016)

The probability value of 0.00 indicates that the regression relationship was significant in predicting the effects of employees' involvement on job performance. The calculated F (186.916) was significantly larger than the critical value of  $F = 3.971$ . This again shows that the overall test model was significant.

**Table 18: Pair-wise comparisons of the coefficients of determination using t-test.**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.351	0.432		3.127	0.0032
Employee involvement	0.865	0.196	0.684	3.888	0.0003

**Source (Author, 2016)**

The established multiple regression equation for predicting job performance from the independent variable was:

$$Y = 1.351 + 0.865 X$$

Where,

Y = job performance

X = employee involvement

The regression equation above has established that taking independent factor (employee involvement) constant at zero, job performance was 1.351. The findings presented also show that a unit increase in the employee involvement would lead to a 0.865 increase in the scores of job performance.

#### **4.7 Discussion**

The findings of this study shares some common themes as espoused in the literature review which affirmed that employee involvement enhances job performance through improvement of quality and quantity of work, boosts employee-employee relationships, improves quality of decisions made, increases job satisfaction and eliminates waste. This finding evidence the correlation between employee involvement and job performance because highly involved employees enjoy a sense of psychological ownership of the organization and are considered stakeholders thus endeavour to enhance creativity, processes and services in organisations which lowers operating costs thereby increase organizational effectiveness. Additionally, employee involvement improves collaboration and partnership between employer and employee and boost team spirit and cooperation amongst employees which leads to the creation of an enabling and positive organisation culture The findings are supported by Lambert, Bruce (1992) who indicated that when employees themselves have been involved with the goal setting and choosing the course of action, employees are more likely to fulfil their responsibilities.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the discussion of key data findings, conclusions recommendation, limitations of the study and finally the suggestion for further studies.

### **5.2 Summary of Findings**

The response rate of this was 72.2% inclusive of respondents from senior management, middle management and juniors. 55.1% of the respondents were male with 44.9% of the respondents being female. Majority of the respondents had worked at the Institute for over 11 years and it was evident that most of the respondents held undergraduate degrees. The study revealed that the employees at the Kenya Medical Research Institute (Centre for Global Health Research) in Kisumu have clear goals and objectives for their job and understood how their work contributes to the overall organisations goals. However, employees at low extent participated in goal setting and had little opportunity to suggest improvements.

The study established that supervisors of the employees in KEMRI kept employees informed on the organizations future directions but management did not really encourage sharing of information between managerial and non-managerial staff The study evidenced a strong sense of teamwork within the organisation and that teams participate in deciding how the work gets done. Employees had the necessary tools and equipment which enables them work efficiently, employees set clear, realistic, well defined and achievable goals and they do priorities tasks such that they do the most important activity

first. The study revealed that employees at the Kenya medical Research Institute (Centre for Global Health Research) in Kisumu) reviewed their progress towards goals and revise their plans as appropriate but it was evident that they were not held accountable for achieving goals and meeting expectations however, senior management consistently placed emphasis on efficiency and excellence at the workplace.

### **5.3 Conclusions**

The respondents length of service affirmed their comprehension with the organisation operations as such the responses given were relevant to this study. The findings indicate that the study was able to gather responses from all job categories at the Kenya Medical Research Institute (Centre for Global Health and Research)in Kisumu. The findings indicate that employee involvement enhances job performance as deduced from the regression analysis of the relationship among the test variables which employee involvement accounted for 73.4% of the variations in job performance. This concludes that there is a strong, positive and significant relationship between employee involvement and job performance. Based on the results form data analysis, it can be derived that granting employees' freedom to participate in decisions that affect their work life enhances job performance, job satisfaction, increases efficiency and boosts job employer-employee relationship which results in achievement of organisational goals. Employee involvement however, may not be effective if not aligned to the overall organisation strategy and it thus can be concluded that there is evidence to support that employee involvement has a direct effect on job performance.

#### **5.4 Recommendations**

There is strong need for manager to make the goal-setting process all inclusive and participatory as well as give employees opportunities to suggest improvements in the processes of activities where necessary. Management team where possible should also encourage information sharing of ideas and knowledge between managerial and non-managerial employees as this enhances trust and commitment to the organization. The study also recommends that the teams should be given necessary information and autonomy to enable them to carry out their function well and be encouraged to express their feelings and concerns. In addition, the study, recommends that managers of Kenya Medical Research Institute (Center for Global Health and Research) in Kisumu, should allow employees to suggest on ways to improve processes as this encourages creativity, innovation and improves quality of and this enhances efficiency and overall organization performance and success.

#### **5.6 Suggestion for Further studies**

Data for this study was collected from a diverse category of employees of the Kenya Medical Research Institute (Centre for Global Research) in Kisumu hence the findings may not generalize to other sectors. Therefore replicating this study in different settings would be worthwhile to establish variations in the responses and generalizability and validity of the present findings across different contexts.

#### **5.5 Limitations of the Study**

The primary challenge encountered while conducting this study was that most employees

are field based which required extensive travel and other related expenses. This was managed through proper planning and coordination with the various respondents hence ensuring limited time was lost in the process



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# APPENDIX 1

## INTRODUCTION LETTER



**UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MSC. HUMAN RESOURCE MANAGEMENT PROGRAMME**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

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Date... 7th October 2014

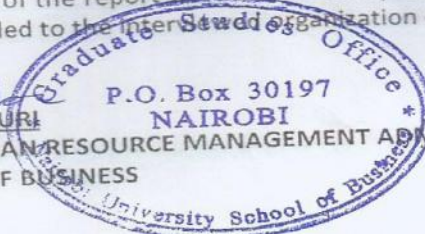
TO WHOM IT MAY CONCERN

The bearer of this letter... Mildred Kasogau Amboni  
Registration No... DBA/77563/2011  
is a bona fide student in the Master of Science in Human Resource Management (MSc. H) degree program in this University.

He/She is required to submit as part of his/her coursework assessment a research project on Human Resource Management problems. We would like the student to do their project on real problems affecting firms in Kenya. Your organization has been identified for the study and we would, therefore appreciate your assistance to enable him/her collect data from your reputable organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the Inter-Student Organization on request.

✓ JANE MUTURI  
MSc. HUMAN RESOURCE MANAGEMENT ADMINISTRATOR  
SCHOOL OF BUSINESS

  
P.O. Box 30197  
NAIROBI  
University School of Business

## APPENDIX II

### QUESTIONNAIRE

#### SECTION ONE: DEMOGRAPHIC DATA.

Please tick ( ) inside the box as appropriate

1. Gender                      Male                      (    )                      Female                      (    )
2. How long have you worked for KEMRI (CGHR)
 

Below 5 years	(    )	6 to 10 years	(    )
11 to 15 years	(    )	over 15 years	(    )
3. Which of the following categories do you fall in?
 

Senior management	(    )		
Middle Management	(    )		
Junior Staff	(    )		
4. Highest Level of Education:
 

Certificate	(    )	Diploma	(    )
Undergraduate	(    )	Postgraduate	(    )
PHD	(    )	Other	(    )

#### SECTION TWO: EMPLOYEE INVOLVEMENT

Please rate the following statements by ticking in the appropriate box to indicate how much you agree or disagree with each statement

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>MANAGEMENT BY OBJECTIVES</b>					
a. I have clear goals and objectives for my job.					
b. I understand how my work contributes to the overall organisations goals and objectives					
c. I participate in setting the goals and objectives concerning my job and i am given the opportunity to suggest improvements.					
d. I am allowed freedom and flexibility to exercise control over my work					

<b>PARTICIPATIVE DECISION MAKING</b>					
e. I am involved in making decisions that affect my work					
f. The organization values the contribution of employees					
g. My manager consults me before making decisions that will affect me					
h. Proposed decisions are made at the lowest level possible					
<b>REPRESENTATIVE PARTICIPATION</b>					
i. My organisation has elected employee representatives at the board.					
j. Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees					
k. I have enough involvement in decisions that affect my job and i am given the opportunity to suggest improvements.					
l. Proposed decisions are made at the lower appropriate level.					
<b>SELF DIRECTED WORK TEAMS</b>					
m. There is a strong feeling of teamwork and cooperation and management encourages formation of teams.					
n. Employees in my department participate in deciding how the work gets done and team members are held accountable for the decisions they make.					
o. My team is allowed freedom, autonomy and flexibility to exercise control over their work					



<b>COMMUNICATION</b>					
p. There are good Communication channels at KEMRI (CGHR) and am kept up to date with what I need to know.					
q. Employee opinions and suggestions are given significant consideration in the organization's decision making process					
r. Employees are encouraged to freely express their feeling and concerns					

**SECTION THREE: JOB PERFORMANCE**

Please rate the following statements by ticking in the appropriate box to indicate how much you agree or disagree with each statement

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>QUALITY OF WORK</b>					
a. I have a clear understanding of the performance standards expected of me on my job					
b. I have the necessary tools and equipment that need to do high quality work efficiently.					
c. Management is committed to the idea that quality is at least as important as quantity					
<b>MEETING DEADLINES</b>					
d. I set for myself clear, realistic, well defined and achievable goals.					
e. I organize my work to meet my objectives and deadlines in good time.					
f. I priorities tasks so that I do the most important and urgent first.					
<b>COOPERATION</b>					
g. I get the cooperation I need from my co-workers					

h. My team fosters open communication and recognizes individual contributions					
i. There is good communication between my division and other divisions within my organization.					
<b>ACHIEVEMENT ON SET TARGETS</b>					
j. I am are held accountable for achieving goals and meeting expectations					
k. I review my progress towards goals and revise my plans as appropriate.					
<b>EFFICIENCY</b>					
l. I am satisfied with the productivity and efficiency of my work and department.					
m. I am encouraged to come up with better ways of doing things					
n. Senior management consistently emphasizes efficiency and excellence in the workplace.					

**Thank you for your assistance in completing this questionnaire.**