

**EFFECTS OF PERCEIVED QUALITY OF EMPLOYEE RELATIONS ON  
EMPLOYEE MOTIVATION AT THARAKA NITHI COUNTY**

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**DECEMBER, 2018**

**DECLARATION**

I declare that this research project proposal is my own original work and that it has not been presented to any other university or institution for academic credit.

Signature..... Date.....

Betty Kagendo Muthee

D64/86143/2016

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

Signature..... Date.....

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## **DEDICATION**

This work is dedicated to my mum and dad who have been with me throughout the pursuance of this course. I also dedicate it to my husband Henry and children Lisa and Ian for their unequivocal support and understanding throughout the research period.

## **ACKNOWLEDGEMENT**

I do acknowledge the fact that if God was not on my side, I would not have completed this project. As a consequence, I would like to start by acknowledging God's pre-eminence in this project. Also, I extend my gratitude to my supervisor Prof. K' Obonyo for taking me through the extensive work that was involved in carrying out this research project, the entire fraternity of the University of Nairobi for their assistance in data collection and assisted with relevant information. Your support is highly appreciated.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>LIST OF TABLES</b> .....	viii
<b>LIST OF ACRONYMS AND ABBREVIATION</b> .....	ix
<b>ABSTRACT</b> .....	x
<b>CHAPTER ONE:INTRODUCTION</b> .....	1
1.1 Background of the Study .....	1
1.1.1 Concept of Perception .....	2
1.1.2 Employee Relations.....	3
1.1.3 Employees Motivation .....	4
1.1.4 Tharaka Nithi County Profile.....	5
1.2 Research Problem .....	6
1.3 Research Objective .....	8
1.4 Value of the Study .....	8
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	10
2.1 Introduction.....	10
2.2 Theoretical Foundation .....	10
2.2.1 Conflict Theory .....	10
2.2.2 Systems Theory .....	11
2.2.3 Unitary Theory .....	12
2.2.4 Three Factor Theory of Human Motivation.....	13
2.3 Factors Affecting Employee Motivation .....	14
2.4 Employee Relations Management Practices.....	15
2.4.1 Employee Empowerment and Involvement .....	16
2.4.2 Initiating Employee Suggestions.....	16

2.4.3 Facilitating Collective Bargaining .....	17
2.4.4 Conflict Management and Grievance Redress Measures.....	17
2.4.5 Transparency in Communication .....	18
2.4.6 Encouraging Team Work .....	18
2.5 Relationship between Quality of Employee Relations and Employee Motivation	19
<b>CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY .....</b>	<b>20</b>
3.1 Introduction.....	20
3.2 Research Design.....	20
3.3 Target Population.....	20
3.4 Sample Design .....	20
3.5 Data Collection .....	21
3.6 Data Analysis .....	21
<b>CHAPTER FOUR:RESEARCH FINDINGS AND DISCUSSION .....</b>	<b>23</b>
4.1 Introduction.....	23
4.2 Response Rate.....	23
4.3 Respondents Bio Data.....	24
4.3.1 Age Distribution.....	24
4.3.2 Gender Composition of the Respondents.....	24
4.3.3 Period of Service with the Current Organization.....	25
4.3.4 Respondents' Level of Education .....	26
4.4 Perceived Quality of Employee Relations .....	26
4.4.1 Employee empowerment and involvement.....	27
4.4.2 Initiating Employee Suggestions.....	27
4.4.3 Facilitating collective bargaining .....	28
4.4.4 Conflict Management and Grievance Redress Measures.....	29
4.4.5 Transparency in Communication .....	30
4.5 Employee Motivation.....	32

4.5.1 Productivity .....	32
4.5.2 Retention .....	33
4.5.3 Attendance.....	34
4.6 Quality of Employee Relations and Employee Motivation .....	36
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION</b>	<b>39</b>
5.1 Introduction.....	39
5.2 Summary of Findings.....	39
5.3 Conclusion .....	42
5.4 Recommendations.....	43
5.5 Limitations of the Study.....	44
5.6 Suggestions for Further Study .....	45
<b>REFERENCES</b> .....	<b>46</b>
<b>APPENDIX I: Questionnaire</b> .....	<b>51</b>

## LIST OF TABLES

Table 3.1: Sample Design .....	21
Table 4.1: Response Rate.....	23
Table 4.2: Distribution of the Respondents by Age Bracket .....	24
Table 4.3: Gender Distribution of the Respondents.....	24
Table 4.4: Distribution of Respondents by Length of Service.....	25
Table 4.5: Composition of the Respondents by Level of Education .....	26
Table 4.6: Employee Empowerment and Involvement.....	27
Table 4.7: Measures of Initiating Employee Suggestions .....	28
Table 4.8: Collective Bargaining .....	29
Table 4.9: Conflict management and grievance redress measures .....	30
Table 4.10: Transparency in communication.....	31
Table 4.11: Measures of Productivity .....	32
Table 4.12: Measures of Retention .....	33
Table 4.13: Measures of Attendance .....	35
Table 4.14: Model Summary .....	36
Table 4.15: ANOVA.....	37
Table 4.16: Coefficients of Variation .....	38



## **LIST OF ACRONYMS AND ABBREVIATION**

TNC	Tharaka Nithi County
SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of Variance

## **ABSTRACT**

Employee relations management is an aspect that sprung up during the start of the industrial revolution and most organizations have started employee relations departments so as to grow and maintain good relations internally and externally. Employee relations management is crucial in the workplace during hiring, as well as during exit from an organization. In order to maintain a competitive advantage, organizations must ensure they have effective employee relations. Corresponding to most models within social science castigations, perception has all along been defined well in different ways ever since its first use. It is understood as the process that helps people to select, interpret and organize sensory stimuli into expressive data about their work environment. The study's objective was to determine the effects of perceived quality of employee relations on employee motivation in TNC. The study was guided by three theories, conflict theory, systems theory, unitary theory and three factor theory of human motivation. The study used cross-sectional survey research design to investigate the effect of employee relations on employee motivation in TNC. Then target population was 1880 employees. The study was based on a sample of 188 employees. A structured Likert questionnaire was utilized to collect the data, which was then analyzed using descriptive statistics and simple linear regression model. It was concluded that perceived quality of employee relations significantly affects employee motivation in Tharaka Nithi County. The perceived quality of employee relations was found to be influenced by transparency in communication, conflict management and grievance redress measures, initiating employee suggestions, facilitating collective bargaining and lastly employee empowerment and involvement in that order. The study recommends that the management teams should offer the necessary rewards to employees who offer quality services. Similarly, those who work extra hours should be rewarded with bonuses. To address some areas that have not been addressed, the study recommends for comparative studies on motivation levels to be conducted in the different counties with the view of having an inclusive analysis that is useful in formulating policies and labour laws.

# **CHAPTER ONE**

## **INTRODUCTION**

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

Employee relations management is an aspect that sprung up during the start of the industrial revolution. The quality of employee relations in any workplace cannot be underestimated. The focus of most employers usually is to strengthen the relationship with the employees (Parvatiyah, 2011). Most organizations have started employee relations departments so as to grow and maintain good relations internally and externally. Employee relations management is crucial in the workplace during hiring, as well as during exit from an organization (Rose, 2008). In order to maintain a competitive advantage, organizations must ensure they have effective employee relations (Armstrong, 2006).

Employee relations management ensures that teams are effectively monitored and managed as well as the individuals in the organization (Boyle, 2006). Employee relations actions reinforce the links between the workers. Improved productivity and greater retention of employees is as a result of better employee relations which in turn enhances employee morale and motivation (Grant, 2007; Gegax and Grimme, 2006). Employee relations management is critical to different stakeholders in an organization and not only the employees. Furthermore, employee relations practices vary in different organizations. This is due to the increased competitiveness, drastic change in customer needs as well as globalization and technological changes (George and Jones, 2008).

This study was anchored on four theories which include: conflict theory; systems theory; unitary theory and 3-factor theory of motivation. Conflict Theory was proposed by Karl Marx (1883). It helps at understanding social mechanisms behind competing

groups, and also helps to understand situations that have conflicts of interest. In spite of this, it has been criticized for failing to explain incremental change and social stability. Ludwig (1954) was the founder of systems theory that views industrial relations as sub-systems of the greater social system. The theory claims that a wide range of both formal as well as informal rules govern work. In a unitary system, Dunlop (1958) defines work organization as the integrated institutions consisting of workers working in harmony with management teams. The implication of the unitary theory is that unitary organization is the sub-system of the bigger social system. Sirota (2005) is the proponent of this theory and argues that majority of the people begin new jobs highly motivated and very enthusiastic, and they generally want derive enjoyment in what they do.

The research study was conducted in Tharaka Nithi County, which is a devolved unit of the national government. This institution offers a very crucial service by employing human resources and thus has to ensure good employee relations at the workplace in order to enhance employee motivation and maintain a good brand image. No methodical study has so far been carried out on employee relations and employee motivation in Tharaka Nithi County, which is the focus of this study.

### **1.1.1 Concept of Perception**

Corresponding to most models within social science castigations, perception has all along been defined well from the first time it came into use. It is defined as the way through which individuals construe experiences. Also, it is defined as a way of seeing, interpreting or understanding experiences (Otara, 2011). Kreitner & Kinicki (2010) theorise it as a rational process that enables individuals to interpret as well as

comprehend their environment. According to Narayan and Rao (1998), it helps people to select, interpret and organize sensory stimuli into expressive data about their work environment. The two reasons out that perception is the sole most significant formative factor of human behaviour; and more to that is that there can be no behaviour deprived of perception.

Narayan and Rao (1998) emphasize that perception positions in the midst of the vital cognitive aspects of psychological behaviour that enables individuals to understand their surroundings environment. They are able to draw attention on the basis of lack of specific strategies that enable them to understand the perception of other individuals; where every person has their own ingenuity and introspective skills to deal with perception. Cully (1999) adds that perceptions are prone to prejudice by the overall feelings that define workplaces, feelings on unions effectiveness as well as the view of employees on the practices by the management.

### **1.1.2 Employee Relations**

Human resources are a main asset of an organization. Effective ER is vital for ensuring that employees achieve as a joint unit and be able to contribute correspondingly to realize a common goal. Hardly any tasks can be achieved if individuals are involved in frequent misinterpretations. ER are aimed at ensuring that workplace issues are effectively and conveniently handled so as to remove hindrances to successful job performance as well as help in fostering a positive work environment (Mullins, 2005). From observations, it is much faster to achieve targets in the work place if employees work together and have a positive relationship among themselves.

Employee Relations is a tool as well as a strategic process that is used to control as well as improve employee motivation at the workplace as a result of increasing focus on incessant aptness of the relationships among the employer and the employees (Purcell, 1994). The aim of employee relations is to have and nurture harmonious relations among the management of the organization and the employees so as to attain organizational goals. To ensure effective employee relations, cooperation between managers or their representatives and employees or their representatives are key (Clark, 2001). For this to be effective, policies have to be developed in order to maintain fairness as well as efficiency in the work environment. An efficient management of relations between employees in any business setup ensures that there are schemes that deal with rewards, recognition, transparency in communication as well as proper handling of employee grievances in place. Having good relationships between the employer and the employee is not something that just happens, but it's as a result of strategies and activities that are designed by the managers in charge of employee relations in order to ensure improved communication systems. Proper employee relations help to boost the attitude of the employees. They comprise of labour as well as employment laws, the expertise of the human resource in instituting practices that are aimed at improving the relationship at the workplace (Mayhew, 1985).

### **1.1.3 Employees Motivation**

Employees are an integral part in the delivery of quality services. They are the bedrock upon which organizational success is achieved. Employees who are highly motivated understand organizational goals that should be achieved in certain ways, thereby focus their efforts towards achieving those goals (Nel et al., 2001). According to Oluseyi and Ayo (2009), employee performance does not only depend on their skills, but also on

their motivation levels. For this reason, motivation is a critical component in any organization. It is considered to influence employee retention and productivity (Lord, 2002).

Employee motivation is a complex aspect to manage and explore because employees' aspirations are not always in congruent with what employers can provide (Lather and Jain, 2005). Further, the rapid changes on the nature of firms had led to motivation of employees to become a critical issue currently as compared to the past periods. Despite motivation being complex, it is a key aspect that drives organizations into attaining their goals. To attain optimization in productivity, it is vital to ensure that the workforce is highly motivated (Hahn & Kleiner, 2002).

#### **1.1.4 Tharaka Nithi County Profile**

Tharaka Nithi County neighbors Meru County to the North, Kitui to North East and Embu to South. It is made up of Maara, Chuka Igamba Ng'ombe constituencies. The labor force, which comprises of people aged between 15 and 64 years is approximately 50% of the county's population. The county public service is made of personnel of 1,880 persons serving the entire county (Tharaka Nithi county HR manual, 2016).

Tharaka Nithi County itself is an organization. There is a need to attain excellence in organizational performance and hence, the need to observe the deeds and the attitudes of their employees in relation to the practices of the organization and be able to come up with better ways of motivating employees. Employee motivation has been acknowledged to participate in influencing the success of the failure of the roles of an organization. TNC has had a myriad of employee relations issues that has affected

employee motivation. For instance, after the past regime where the governor was changed, staffs were fired as it was implied that they were affiliated to the previous regime (Kenya Information Guide). Employees affiliated with the smaller community of Tharaka felt that they were being targeted and discriminated in regard to hiring at the county. Employees' salaries were stopped arbitrarily without any notice for purported ghosts and those who were irregularly hired causing demotivation as a result. Contracts were not renewed especially for the nurses who purportedly had been irregularly hired for political mileage by the previous regime until there was public outrage.

## **1.2 Research Problem**

According to Scheffler (1971), the practice of quality employee relations has an aim of influencing employee's general perception on the organization. The stated practices impact on the attitude as well as the behaviour and improve on the employees' morale and their commitment to work. Thus, it is critical for employer to be keen on the changes in these practices, and be able to monitor the surrounding so as to be ready for any susceptible changes or even developments and devise ways to counter them early enough before they impact negatively on the perception of the employees. Generally, perception on the effects of practices on employee relations in the organization mostly under government has been considered to be positive. There have been reports that employees are exiting the county including those devolved wanting to go back to the national government. To determine the cause of decline in vibrancy as well as exit, this study aimed at evaluating the perceptions of both the employer and the employee on the efficiency of the practices of employee relations on employee motivation.



A study conducted by Njenga (2007) focused more on the perception of employees on labour relations at KCB bank. It revealed a moderate relation in the bank as a result of poor mode of communication, the existing social relationships as well as the presence of tribalism. It also established that taking part in making decision was limited by the absence of time as well as the motivation resulting from such activities. Kipngetich (2008) established that employee's perception on the quality of management was neutral as there were challenges experience during the delivery of health care services.

Karia (2011) in his study on employee's perception of the factors influencing empowerment in the delivery of public services found that positive individual perceptions on the degree of empowerment existent due to an effective and efficient structure, culture as well as channels of communication. From the findings of the above studies, it is clear that there was no common conclusion on the idea of perception. A study done by Blyton and Turnbull (2008) on the dynamics of employee relations revealed that employees do not portray their best performance at work especially if the employee- employer relations are estranged thus it is critical to ensure good employee relations. Gospel and Palmer (1993) found out from their study on British industrial relations that conflict between employer and employees are inevitable as they are part of the organization.

From the studies above, numerous findings relating to perception on employee relations have been stipulated; nevertheless, it is essential to note that their focuses were certain aspects of the employee relations management practices and not on employee relations management practices. Besides, the studies were conducted in private organizations that focus much of their attention on making profit. Although the various studies studied

only a single aspect of employee perception in relation to practices of employee relations, the current study went further by studying several aspects of practices of employee relations. The study further sought to evaluate the perceptions related to both the employer and the employee on the efficiency of the numerous practices of employee relations in governance within Tharaka Nithi County. Additionally, there exists no research that had been done to determine the perception of both employers and employees on the effects of quality employee relations and its contribution to employee motivation, especially in the context of local setup and hence a knowledge gap exists. This study thereby seeks to answer the question relating to the effects of perceived employee relations on employee motivation in Tharaka Nithi County Government.

### **1.3 Research Objective**

The study's main objective was to determine the effects of perceived quality of employee relations on employee motivation in TNC.

### **1.4 Value of the Study**

The study heightened the role of employee relations management practices as ones that influence the issue of perception in organizations; thus, influencing the attitude of workers and their behaviour for achieving high levels of commitment in the delivery of services in the organization in general. The study benefits the management as well as the employees of the organization because it addresses itself to the need for effective practices in managing employee relationships. Also, it enables the organization in establishing the perceptions that each member possesses with regard to efforts on the practices of employee relations management. As a result, the organizations would then

oblige to address the key issues on perception by noting the existing gaps and as a result be able to implement the necessary programmes for change.

The study is beneficial to the government and policy makers in developing relevant policies and regulations that manage employee relations in organizations. It is also beneficial to trade unions to understand any emerging issues and even the extent of their efforts in establishing employee-employer relations in the organizational setup. It will help in devising new practices and structures that oversee and guide the employee relations.

Lastly, the study contributed to the development of further research by providing the necessary literature in the field of managing employee relations. Also, it acts a reference for future researchers and academicians.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides the key theories that governed the study. It includes the theoretical framework, factors affecting employee relations and the relationship between ERM and motivation.

#### **2.2 Theoretical Foundation**

According to Fajana (2000), a theory tries to observe, give an understanding, explanation as well as controlling events of phenomena. Theories assist in creating an understanding on the prevailing events as well as problems in the practical world.

##### **2.2.1 Conflict Theory**

The proponent of this theory was Karl Marx (1883). He saw conflict as resulting from class conflicts within economic segments in societies and industries. Conflict theorists also argue that trade unions are real challenges to managerial rule or privileges. They also argue that trade unions underline competition as well as collaboration. Thus, this idea recognizes trade unions as real organizational representatives which permit employees to influence the decisions by management (Rose, 2008).

According to Mills (1954), social structures are developed by people with competing resources and interests. Consequently, conflict theory may be a good theory at helping us to understand social mechanisms that are responsible for competing interests and groups. Also, it may help us to understand situations that have conflicts of interest.

Nonetheless, the theory is criticized widely for failing to explain incremental change and social stability.

### **2.2.2 Systems Theory**

Ludwig (1954) was the founder of systems theory that views industrial relations as sub-systems of the greater social system. It claims that a wide range of both formal as well as informal rules govern work. It stipulates that the rules are determined by industrial actors meaning that their institutions are affected by the broader environment through which these actors operate (Abott, 2006). Systems theory acts as the analytical tool as well as a theoretical basis for making industrial relations, which acts as an educational discipline in its own right (Dunlop, 1958).

The strength of systems theory lies in the interdependency, adaptability as well as the resource exchange and energy from the various systems. It also focuses on inclusion rather than separations, and a connectedness to all the living things on the earth including the earth itself. Some of the limitations include; agreeing to changes that stabilize system in general. This poses a challenge when presented with problems relating to poverty and racism. On the other hand, macro systems benefit from having certain populations that don't change. Sudden changes in opportunities, rights, and privileges of those populations threaten systems by creating instabilities in their balances. The theory presumes that changes are slow and steady thereby does not hold in drastic ones.

### **2.2.3 Unitary Theory**

Dunlop (1958) views work organizations as integrated institutions with management teams and workers operating in harmony. The implication is that social systems act as sub-systems of the bigger social systems in unitary organizations. This theory considers the organization to be facing towards a unified power and loyalty structure. It puts more emphasis on common values, interests as well as objectives. It also implies the lack of diversity within the institution (Fajana, 2000). Conflicts are considered irrational and the process of laying off striking workers is normally preferred over negotiating with them. The proponents of this theory perceive employers as having common interests towards promoting the survival of their organizations such that even in the event of conflicts, they don't manifest to such points that the firm is rendered insolvent (Fidler, 1981).

Under unitary perspective, trade unions are outlawed and repressed as they are viewed to be unrealistic invasion or intrusion on the right of managers to manage. They are seen as competitors of the management with regard to the employee's loyalty. In addition, Abott (2006) states that the management should ensure that the firms should be promoted as sources of authority thereby anything that tries to substitute them should be eliminated.

According to Rose (2008), unitary theory is inclined towards paternalism and authoritarianism; hence, it is seen as poor-management and quite biased. It also tends towards to promote industrial consensus and peace at employees expense. Its underlying assumption is that organizations exist in perfect harmony thereby conflicts are unnecessary. One of the advantages of this theory is the acceptance and co-operative

attitudes and values among the employees and employers. Nonetheless, its major weakness is that it fails to acknowledge the powerful struggles that may come in to the employees as well as employer.

#### **2.2.4 Three Factor Theory of Human Motivation**

Sirota (2005) is the proponent of this theory and argues that majority of the people begin new jobs highly motivated and very enthusiastic, and they generally want derive enjoyment in what they do. However, with time this state of motivation declines as a result of poor conditions and inappropriate practices prevailing in the organization. Sirota's theory of human motivation is anchored on three key principles which are essential to the study. Firstly, the goals of the organization should not be in conflict with those of workers. Secondly, the organization should try to meet the basic needs of the workers. Lastly, staff enthusiasm is a source of competitive advantage. This theory further denotes three key groups of employee goals. That is, equity, achievement as well as friendship. Sirota holds that these groups of goals are what majority of the workers are aiming at and no other goals are more important for majority of them other than these.

According to this theory, the three goals relate with each other in such a way that no matter the employment situation an employee is faced with, they will always strive to satisfy these first. It further denotes that once all these goals are met, employees' enthusiasm towards meeting the organizational goals also increases. Hence, organizations meet all of these three needs is likely to have a highly motivated workforce. The three-factor theory derives its basis also from the proposition that practices by the management that are of concern help in boosting employee's sense of

equity and achievement. In respect to achievement, Sirota believes that people strongly do something and do it well when that thing really matters to them. Achievement gives workers a sense of fulfilment. Thus, people would want to feel that as a result of their effort, something was successfully accomplished. On the contrary, workers would feel demoralised when they struggle with faulty equipment in the organization. All these underpin employee motivation.

### **2.3 Factors Affecting Employee Motivation**

Studies have identified numerous factors that may affect employee motivation. Dodd-McCue and Wright (1996) for instance identified locus o control, organizational involvement, and identification with role as some of the factors that affect employee motivation. Bogg and Cooper (1994) on the other hand, identified stress and involvement in decision making as part of the factors that affect employee motivation. Others have examined procedural justice, emotional exhaustion, race and education as affecting workers' motivation (Wesolowski and Mossholder, 1997).

According to Prause & Dooley (1997), failure to have a steady or part time employment has a depressing impact on employees' motivation. They discovered that occasionally unemployed workers were found to be dissatisfied with their jobs as compared to the fully employed workers. Further, they stated that job dissatisfaction was also pronounced where workers could not afford continuity. This suggests that an individual who have been unemployed for some time is quite unlikely to have pre-eminence on jobs and more often are rarely satisfied with their jobs despite being not familiar with the job they are tasked to do.



Wesolowski and Mossholder (1997) examined the interaction relationships between the superiors and subordinates and discovered that the way subordinate employees perceived interaction between them and other employees affected their attitudes towards their jobs. They further discovered that demographic group identity also has an impact on employee motivation because it may result to biased judgments in fairness and other actions. Wesolowski and Mossholder (1997) identify concerns related to fairness as the major cause of many work-related issues. They argue that procedural justice which is defined as the perceived fairness that employees experience should be used make important decisions at places of work to motivate employees. They claim that decision makers should be courteous, discuss work related procedures with employees, and allow employees to express themselves. Doing this would motivate employees to improve their job performance.

#### **2.4 Employee Relations Management Practices**

Normally, organizations take part in several employee relations practices to develop healthy relations with employees. According to Schweitzer and Lyons (2008), the practices comprises of the involvement and empowerment of employees, incorporating suggestions by the employees, facilitation of collective bargaining, measure of managing conflict and grievance redress, transparent communication (Srivastava et al., 1998) as well as encouraging teamwork.

These practices on employee relations pose various effects on work of a firm as they can promote perception, foster learning, fortify corporate communication, improve the involvement of employees, create access to real time trainings in the company, provide adequate information to targeted employees on the basis of their specific interests,

rationalize performance management, help in managing resources, promote loyalty and employee commitment, increase productivity, inspire innovation, lead to decreased turnover by retaining human talent. Mayhew (1985) asserts that the presence of good relationships among the employer and employee don't happen by default but come as a result of strategies and activities designed by the relations manager aimed at improving communication among the managements and the employees in general.

#### **2.4.1 Employee Empowerment and Involvement**

As a latest and a more advanced practice, empowerment improves employee relations and directly affects the objectives of the organization by increasing on the skills of the employees as well as granting them power to make decisions that were initially being made by the managers (Hymowitz, 2000). It encourages employees to be more creative and undertake risks as a key component of creating competitive edge of the firm in this changing environment. According to Johnson and Redmond (1998), involvement of employees is made operational through the use of five-step process comprising of informing, consulting, sharing, delegating as well as empowering.

#### **2.4.2 Initiating Employee Suggestions**

This may be described as a formal mechanism through which employees are encouraged to contribute productive ideas that are capable of improving the organizations performance. Ideas that have been implemented are rewarded in monetary terms or through any other form that is proportional to the generated benefits (Ivancevich, 2001). It sets out an atmosphere of trust as well as confidence, job satisfaction as well as a continued improvement in the organization (Yusof and Aspinwall, 2000).

### **2.4.3 Facilitating Collective Bargaining**

It is the process through which decisions representing the interests of both the employer and employee are made. It is an implication of negotiation and application of the set rules continuously so as to govern the functional and the technical terms on the employment. The system does not only determine employment terms and conditions, but it also helps in ensuring better relations of the employees are maintained in the organization (Windmuller et al., 1987). Collective bargaining should put into consideration job evaluation as it helps in determining how worth a job it. This is essential in reviewing factors that can be compensated for like skills, efforts, responsibilities, as well as the working conditions.

### **2.4.4 Conflict Management and Grievance Redress Measures**

It is very vital to understand how problems should be handled once they arise in any organizational setup as it is key in employee relations. At times, these conflicts emerge between the employees and the employer and depending on the magnitude of the grievances, the disciplinary actions taken may affect the management cost of the organization. The extent of these grievances may also result to the management in collaboration with the trade unions to dedicate time and resources towards these procedures such that they may to some extent limit the available resources dedicated for training, solving issues, communication channels as well as other key activities associated with productivity, human resource or even the development of the organization (Katz et al., 1983). Therefore, the extent of grievances and the disciplinary measures adopted should be related systematically with the other performance measures of the system of industrial relation.

#### **2.4.5 Transparency in Communication**

In order to ensure success of any workplace program and have a healthy workplace practices, the role of communication should be prioritised (APA, 2013). Having a transparent mode of communication in the workplace enables the organization to attain desirable outcomes with regard to the employees as well as the organization at large. Regularly sharing transparent and the right information with the workforce on the requirements of the work allows them to do the right thing. As a result, this helps in maintaining trust as well as building a workforce that is engaged. Whenever employees have a feeling that they are not being heard or even know what they are required to do, they often become upset and as a result become demoralized. Low levels of motivation more often result in negative perception and hence decreased productivity and consequently a work environment that is uncomfortable to work in.

#### **2.4.6 Encouraging Team Work**

According to the definition given by Mattick and Millar (2006) on team, it is a group of people in a given department or a task area, possessing common skills aimed at meeting product output goals. Continuously encouraging teamwork is essential in ensuring that complex, multiple and interdependent tasks are accomplished with success. A team can also be able to overcome or even complement individual challenges in skills (Sheaffer et al., 2009). Team work is the capability to work together to achieve a common vision; it is considered as the ability to direct personal achievements towards achieving the objectives of the organization. Organizations should prioritize teamwork as well as relationship among the employees on the basis of gathering the group together, encouraging people to continually share vital information, ensure same memos are given to all employees at the same time, ensure everyone can

access the necessary documents as well as communications from a shared database, ensure that individuals have the required tools and technology for sharing information and work in unison while at the same time including virtual employees in on-site occurring (Gaines and Wilson, 2005).

## **2.5 Relationship between Quality of Employee Relations and Employee**

### **Motivation**

The relation between the employer and employees in any organization is a determinant of how employees are motivated. Good employer-employee relations are directly related to employee motivation (Armstrong, 2006). A study done by Kanana (2016) at Swissport Kenya Ltd on the perceived relationship between job satisfaction and employee relations practices revealed that employee relations had minimal influence on job satisfaction. Apoorva and Sequeira (2015) established that improvement in employee relation practices had the capacity to improve employee performance and subsequently productivity. Harshani (2017) established that communication, grievance handling and counselling factors directly affect employee motivation at an ABC hotel in Colombo. A research carried out by Oguwa (2011) at KCB Kisumu branch on employee relations and organizational performance indicated that promotions, employee development, job analysis, performance appraisal, and reward systems are components of employee relations strategies that influence organizational performance significantly.

## **CHAPTER THREE**

### **RESEARCH AND METHODOLOGY**

#### **3.1 Introduction**

This chapter provides a detailed research methodology that was adopted throughout the study by providing an in-depth analysis of research design, sampling procedure, type of data, methods adopted for data collection as well as techniques used to analyze the data.

#### **3.2 Research Design**

The study adopted a cross-sectional survey research design to investigate the effect of employee relations on employee motivation in TNC. The design was appropriate because data was collected from a reasonably large number of respondents in TNC thereby allowed the researcher to answer research questions.

#### **3.3 Target Population**

According to Tharaka Nithi County HR manual (2017), Tharaka Nithi County as an employer has a workforce of 1880 and distributed across 5 departments.

#### **3.4 Sample Design**

Stratified sampling method was utilized to obtain the sample population. The process entailed dividing the target population into strata based on sub-groups' characteristics and then picking research participants randomly from each strata. A total of 188 respondents was sampled from all the departments of the organization in Tharaka Nithi County as shown in Table 3.1 below:

**Table 3.1: Sample Design**

<b>Level of management Department</b>	<b>Senior Management</b>	<b>Junior management</b>	<b>Sample Percentage (%)</b>	<b>Sample Size</b>
Environment	20	23	22.9	43
Trade	23	27	26.6	50
Public Service	21	25	24.5	46
Finance	11	9	10.6	20
Health	19	14	17.6	33
<b>Total</b>	<b>94</b>	<b>94</b>	<b>100</b>	<b>188</b>

(Source; Author, 2018)

### 3.5 Data Collection

A structured questionnaire that was divided into three sub-sections, A, B and C was utilized to collect the data. Section A centred on demographic factors whereas section B centred on participants' perception of the quality of employee relations while part C covered the aspect of employee motivation in TNC. The participants from each department were issued with questionnaires to fill on their own and return them once they fill them.

### 3.6 Data Analysis

After the data was collected and questionnaires returned, it was then checked to ensure that research questions were filled in the right way. The data was then analysed using SPSS for quantitative analysis and presentation done using descriptive statistics, frequencies, means, percentages as well standard deviation. On the other hand,

qualitative responses were analysed using descriptive narratives. Linear regression was used to establish effect of quality employee relations on employee motivation. This analysis was guided by the following model:

$$Y = \beta_0 + \beta X + \varepsilon$$

Where: -  $Y$  = Dependent Variable (Employee Motivation)

$X$  = Independent Variable (Perceived Quality of Employee Relations)

$\beta_0$  = Constant term

$\beta$  = Regression coefficient

$\varepsilon$  = Error Term



## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

The study's findings are presented in this chapter. Findings are presented in tables. Response rate was presented first then demographic characteristics of the sample. Findings of the study were then presented based on research objective.

#### 4.2 Response Rate

**Table 4.1: Response Rate**

<b>Questionnaires</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Response	175	93
Non-response	13	7
<b>Total</b>	<b>188</b>	<b>100</b>

**(Source; Author, 2018)**

The response was 175 filled in and returned questionnaires out of 188 that were issued, giving a response rate of 93%, which was sufficient according to Mugenda et al (2003) who consider a rate of 50% as adequate, 60% as good and that above 70% as excellent.

### 4.3 Respondents Bio Data

#### 4.3.1 Age Distribution

**Table 4.2: Respondents' Age**

<b>Age</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 30 yrs.	56	32
31-40 yrs.	51	29
41-50 yrs.	59	34
Above 51 yrs.	9	5
<b>Total</b>	<b>175</b>	<b>100</b>

**(Source; Author, 2018)**

Majority of the respondents (34%) are aged from 41 to 50 years (Table 4.2). 32% were aged below 30 years. This group comprised the fresh talent in the market and was hired mainly to replace the aging population. 29% were aged from 31 to 40 years whereas only 5% were aged above 51 years and were thus almost retiring from employment.

#### 4.3.2 Gender Composition of the Respondents

The study also sought to determine the gender distribution within TNC. The following results were obtained.

**Table 4.3: Respondents' gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	90	51
Female	85	49
<b>Total</b>	<b>175</b>	<b>100</b>

**(Source; Author, 2018)**

From the findings in table 4.4, majority of the respondents were males at 51% while females were 49%. The proportions of the two genders are almost balanced. This can be attributed to the Kenyan constitution that requires that the minority in any sector of the public service to be at least a third of the total number of employees. Tharaka Nithi County is also working its way to ensure this rule of law is implemented.

### 4.3.3 Period of Service with the Current Organization

The length of service the respondents had worked for the county was also considered by the researcher. The following results were obtained.

**Table 4.4: Respondents' Length of Service**

<b>Period of Service</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 10 years	75	43
11 to 20 years	61	35
Above 20 years	39	22
<b>Total</b>	<b>175</b>	<b>100</b>

**(Source; Author, 2018)**

Table 4.5 depicts that majority of them (43%) had worked in the county for less than 10 years. These were followed by those that had worked for between 11 and 20 years whereas a minority as shown by 22% had worked for more than 20 years. The results show that the majority of these respondents had worked in the county for the past regime and continued under the current one. The minority are those with established ties mainly those that had served for more than 20 years. This is an indication that attrition is low in TNC.

#### 4.3.4 Respondents' Level of Education

The level of education was also evaluated with regard to the respondents of this study.

The following was the outcome.

**Table 4.5: Composition of the Respondents by Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
PhD	10	6
Master's degree	33	19
Bachelor's degree	62	35
Diploma	58	33
Other	12	7
<b>Total</b>	<b>175</b>	<b>100</b>

(Source; Author, 2018)

As Table 4.6 depicts, majority of them (35%) had attained Bachelor's degree, 33% had diplomas, 19% had Masters degree whereas only 6% were PhD holders. Also, 7% of those interviewed had no certifications. Overall, these findings indicate that the county has high level human capital.

#### 4.4 Perceived Quality of Employee Relations

The researcher also sought to establish the employees' perception of employee relations. The findings are presented and explained for each dimension of employee relations. For this analysis Likert scale was used to rate the extent to which the aspect of quality of employee relations was described by the statements with scores of 1 to 5. Where, 5= High extent 4= Moderate extent 3=neutral 2=Moderately low 1= Low extent

#### 4.4.1 Employee empowerment and involvement

Table 4.7 shows the results on employee empowerment and involvement, which is one of the key aspects of employee relations.

**Table 4.6: Employee Empowerment and Involvement**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
TNC encourages employees to be creative and risk takers	175	3.18	0.831
Employees at TNC get involved in goal setting	175	2.37	0.853
TNC involves employees in setting performance targets	175	4.03	0.485
<b>Average</b>		<b>3.19</b>	<b>0.72</b>

(Source; Author, 2018)

From the findings in table 4.7, TNC involves employees in setting performance targets as a mean of 4.03 and standard deviation of 0.485 indicates. Also, TNC encourages employees to be creative and risk takers (mean=3.18, SD=0.831) and lastly Employees at TNC get involved in goal setting (mean=2.37, SD=0.853). The average mean and standard deviation are 3.19 and 0.72 respectively. Overall, TNC employees' level of empowerment and involvement in decision making is above the average.

#### 4.4.2 Initiating Employee Suggestions

The respondent's response on the quality of employee relations with regard to initiating employee suggestions was assessed, and resulted presented in table 4.8.

**Table 4.7: Measures of Initiating Employee Suggestions**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees in TNC are encouraged to offer suggestions	175	4.02	0.448
Employees ideas are usually implemented	175	3.57	0.747
<b>Average</b>		<b>3.80</b>	<b>0.60</b>

(Source; Author, 2018)

As indicated in table 4.8, Employees in TNC are encouraged by the management to offer suggestions as a mean of 4.02 and standard deviation of 0.448 depicts. In addition, employees' ideas are usually implemented as shown by a mean of 3.57 and a standard deviation of 0.747. The average mean and standard deviation are 3.80 and 0.60 respectively. The study findings indicate that TNC believes in employee's suggestions and thus implements employees' ideas to a large extent.

#### **4.4.3 Facilitating collective bargaining**

Table 4.9 indicates the response of employees on the quality of employee relations with regard to collective bargaining.

**Table 4.8: Collective Bargaining**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees are allowed to have collective bargaining	175	3.67	0.591
TNC employees are part of trade unions	175	3.59	0.663
<b>Average</b>		<b>3.63</b>	<b>0.63</b>

**(Source; Author, 2018)**

As indicated in table 4.9, Employees are allowed to have collective bargaining as shown by a mean of 3.67 and a standard deviation of 0.591 and that TNC employees are part of trade unions as shown by of 3.59 and a standard deviation of 0.663. The average mean and standard deviation are 3.63 and 0.63 respectively. This implies that trade unionism is allowed in TNC and is in no way considered a threat by the management.

#### **4.4.4 Conflict Management and Grievance Redress Measures**

Table 4.10 shows the response obtained from the employees of TNC on the quality of employee relations as measured by conflict management and grievance redress measures.

**Table 4.9: Conflict management and grievance redress measures**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Workplace conflicts at TNC are solved promptly	175	4.01	0.33
Conflict resolution mechanisms are set in place at TNC	175	4.02	0.441
The grievance handling procedure is an effective mechanism for grievance handling	175	4.03	0.346
<b>Average</b>		<b>4.02</b>	<b>0.37</b>

(Source; Author, 2018)

From the findings presented in table 4.10, the highly rated means for conflict management and grievance redress measures is grievance handling procedure with a mean score of 4.03. This is followed by conflict resolution mechanism with a mean of 4.02. The last is solution of grievance promptly (mean=4.01). The average mean and standard deviation are 4.02 and 0.37 respectively indicating that Tharaka Nithi County has a way of redressing employee grievances as well as conflicts arising from the day-to-day interactions of employees. These conflicts are both employee-employee and employer-employee, which are resolved with the outlined mechanisms.

#### **4.4.5 Transparency in Communication**

The table below shows the response of the respondents on the quality of employee relations with regard to transparency in communication.



**Table 4.10: Transparency in communication**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Communication in TNC is transparent	175	4.03	0.272
Communication is mostly top-down	175	4.99	0.151
Timely feedback is given to employees on areas of weakness and ways of improving on the weaknesses identified	175	3.06	0.266
Right information is normally shared in the organization	175	4.05	0.36
Grapevine affects employees of TNC	175	4.98	0.13
<b>Average</b>		<b>4.22</b>	<b>0.24</b>

(Source; Author, 2018)

From the findings presented in table 4.11, Communication is mostly top-down as a mean of 4.99 and standard deviation of 0.151 depicts, Grapevine affects employees of TNC as a mean of 4.98 and standard deviation of 0.130 depicts, Right information is normally shared in the organization as a mean of 4.05 and a standard deviation of 0.360 depict, Communication in TNC is transparent as a mean on 4.03 and standard deviation of 0.272 depict and finally Timely feedback is given to employees on areas of weakness and ways of improving on the weaknesses identified as a mean of 3.06 and standard deviation of 0.266 indicate. The average mean and standard deviation are 4.22 and 0.24 respectively. The study findings indicate that there are gaps in giving timely feedback on areas of weakness to TNC employees.

## 4.5 Employee Motivation

In this last section, the researcher sought to determine the extent to which employees perceived employee motivation to be quality.

### 4.5.1 Productivity

The respondents were asked to respond to various statements on productivity and the results were tabulated in table 4.12.

**Table 4.11: Measures of Productivity**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I usually exceed my set targets	175	4.01	0.214
My work environment encourages me to be more creative and productive	175	3.04	0.224
I have high morale that encourages me to be more productive	175	3.02	0.15
Promotions are given in a fair and transparent manner	175	2.01	0.214
Coaching and training are carried out to assist employees improve on how they perform their jobs	175	3.02	0.262
<b>Average</b>		<b>3.02</b>	<b>0.21</b>

(Source; Author, 2018)

Table 4.12 depicts that the respondents said that they usually exceed their set targets as a mean of 4.01 and a standard deviation of 0.214 shows, their work environment encourages them to be more creative and productive as a mean of 3.04 and standard deviation of 0.224 depicts, they have high morale that encourages them to be more productive as a mean of 3.02 and standard deviation of 0.15 indicates, Coaching and training are carried out to assist employees improve on how they perform their jobs as

a mean of 3.02 and standard deviation of 0.262 depict and lastly Promotions are given in a fair and transparent manner as a mean of 2.01 and standard deviation of 0.214 indicate. The average mean and standard deviation are 3.02 and 0.21 respectively. These findings indicate that the employees in Tharaka Nithi County are faced with adverse challenges of promotions within the various sectors validating the general perception in government entities that promotions are not given according to merit but based on how well connected an individual is. This thus demotivates majority of them resulting to adverse turnover rates of the employees and even lack of productivity of the county in general.

#### 4.5.2 Retention

The response of the respondents on retention as a result of employee motivation was tabulated as shown in table 4.12.

**Table 4.12: Measures of Retention**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I put a lot of effort on my work because of the flexibility I am given	175	4.05	0.235
TNC offers personal development opportunities that encourage me to stick around	175	3.03	0.182
Compensation offered at TNC is competitive thus encouraging retention	175	4.01	0.214
There is a great psychological contract that will make me stay longer	175	4	0.186
<b>Average</b>		<b>3.77</b>	<b>0.20</b>

(Source; Author, 2018)

From the findings presented in table 4.12, the employees indicated that they put a lot of effort on their work because of the flexibility they are given as a mean of 4.05 and standard deviation of 0.235 shows, Compensation offered at TNC is competitive thus encouraging retention as a mean of 4.01 and standard deviation of 0.214 shows, There is a great psychological contract that will make employees stay longer as a mean of 4.00 and standard deviation of 0.186 indicate and lastly TNC offers personal development opportunities that encourage employees to stick around as a mean of 3.03 and standard deviation of 0.182 depict. The average mean and standard deviation are 3.77 and 0.20 respectively. The study findings indicate that the employees in TNC are not enough opportunities for self-development which would encourage them to stick around.

#### **4.5.3 Attendance**

The response of the respondents on attendance as a result of employee motivation was tabulated as shown in table 4.13.

**Table 4.13: Measures of Attendance**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I love my work and thus attend to it on time	175	4.03	0.237
The desire to meet my work targets encourages me to attend to my work more effectively and efficiently	175	4.01	0.227
I feel happy and excited whenever I accomplish my work	175	4.06	0.316
I am satisfied with my work schedule because it keeps me on course	175	4.02	0.213
<b>Average</b>		<b>4.03</b>	<b>0.25</b>

(Source; Author, 2018)

As indicated in table 4.13, the employees felt happy and excited whenever they accomplished their work as a mean of 4.06 and standard deviation of 0.316 shows, the employees love their work and thus attend to it on time as a mean of 4.03 and standard deviation of 0.237 indicate, the employees were satisfied with their work schedule because it kept them on course as a mean of 4.02 and standard deviation of 0.213 indicate and finally the employees desire to meet their work targets encourages them to attend to their work more effectively and efficiently as a mean of 4.01 and standard deviation of 0.227 depict. The average mean and standard deviation are 4.03 and 0.25 respectively. These findings indicated that the employees of TNC were self-motivated and strove towards accomplish their tasks by being in attendance early enough.

#### 4.6 Quality of Employee Relations and Employee Motivation

Regression analysis was done to establish the effect of quality of employee relations on employee motivation and results are presented in table 4.14, 4.15 and 4.16.

**Table 4.14: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284 <sup>a</sup>	.081	.075	.307

a. Predictors: (Constant), Perceived Quality of Employee Relations

b. Dependent variable: Employee motivation

**(Source; Author, 2018)**

As shown in the table, relationship between quality of employee relations and employee motivation is weak ( $R = 0.284$ ). The change in motivation explained by the quality of employee relations is weak ( $R\text{ Squared} = 0.081$ ). It implies that only 8.1% of variance in employee motivation is attributable to quality of employee relations while 91.9% of the variance is due to unknown factors.

As shown in table 4.15, F-ratio is significant ( $F = 15.195$ ,  $P < 0.05$ ), suggesting that the regression model attained goodness of fit. This means that it was appropriate to use the model.

**Table 4.15: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.430	1	1.430	15.195	.000 <sup>b</sup>
	Residual	16.284	173	.094		
	Total	17.714	174			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Perceived Quality of Employee Relations

**(Source; Author, 2018)**

The significance of F- ratio ( $F = 15.195$ ,  $P < 0.05$ ) implies model fit in respect of the regression used in the study.

The table of coefficients was obtained by establishing a composite score of all the employee relations and employee motivation scores studied.

**Table 4.26: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.692	.307		12.024	.000
Perceived Quality of Employee Relations	.247	.063	.284	3.898	.000

a. Dependent Variable: Employee Motivation

(Source; Author, 2018)

From the regression model of the study,  $Y = \beta_0 + \beta X + \varepsilon$ , the regression equation thus becomes;

$$Y = 3.692 + 0.247X + 0.063$$

Regression coefficients are presented in table 4.16. As shown in the table, Beta coefficient is significant ( $B = 0.247$ ,  $t = 3.898$ ,  $P < 0.05$ ), implying that a unit change in quality of employee relations explains 0.247 of variance in employee motivation. The standard error related to the constant value,  $\beta_0$  (3.692) is 0.307 whereas the standard error related to quality of employee relations is 0.063.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter is a synthesis of the whole study containing summary of the findings, conclusion, recommendation, study's limitations and recommendations for further studies. It summarizes the findings in light of study's main objective, was focused on determining the effects of perceived quality of employee relations on employee motivation in TNC.

#### **5.2 Summary of Findings**

The study's objective was to determine the effects of perceived quality of employee relations on employee motivation in TNC. The results of the study were obtained from primary data acquired from 175 respondents out of the targeted 188 respondents of the employees of Tharaka Nithi County. From the respondents who responded to the questionnaires, majority were male employees from the various sectors in the county aged between 41-50 years and had attained Bahelor's degrees. Among the majority of the respondents had served in Tharaka Nithi County for periods below 10 years mainly because younger workforce had been hired to replace the aging population. Those who had stayed for longer periods were mainly from the health and finance sectors who are rarely affected by changes in the ruling government or changes in power.

The findings of this study indicated that various employee relations factors affect employee motivation at different level. The finding indicated that TNC has a moderately high level of employee empowerment and involvement, TNC usually

involves employees in setting performance targets. The findings indicate that TNC encourages employees to be creative and risk takers whereas to a lower extent, the employees at TNC get involved in goal setting. This indicated that the employees are granted opportunities to get involved in setting targets within the county.

The findings also indicated that employees in TNC are encouraged to offer suggestions to a moderately high extent and that employee's ideas are usually implemented. This was seen by the presence of suggestion boxes within designated places. This gave the employees a voice to put down and present their suggestion and once those were implemented, there was a sense on self-satisfaction which kept them motivated.

The findings further showed that employees are allowed to have collective bargaining because they are a part of trade unions. This was mostly the health sector, the nurses and doctors who are members of trade unions. On the other hand, the other sectors such as environment and public sectors do not have established trade unions or rather the employees are reluctant in joining such trade unions despite the few in existence. They are mainly limited by their short terms that they will be employees at the county. The change in regimes and uncertainty of serving for longer periods at TNC is also a contributor to the scenario.

It was noted from the findings that like in any other institution, TNC faces conflicts and grievances of the employees. It was observed that TNC ensures that conflicts arising at the work place are solved promptly by ensuring that there exists an effective mechanism and procedure for handling grievances in the different sectors. Different sectors in TNC have in place resolution mechanisms that have proved effective in redressing employee-

employee or even employee-employer grievances. There helps in creating harmony at the work place and thus boosts employee motivation.

As observed in the findings, communication in TNC as top-down with moderately high transparency to the employees and sharing the right information within the organisation. This is supported by the statement that, when employees have a feeling that they are not being listened to or even don't know what they should be doing, they are often upset, and as a result the employees become demoralized.

It was also found that the presence of grapevine in the organization highly affected the employees of TNC. This leads to conflicts, disagreements, grievances, disrespect among others, all of which demotivates employees and thus lowers their productivity and consequently the county performance as well. However, the findings of this study indicated that there are gaps when it comes to TNC giving timely feedback to employees on areas of weakness and ways of improving on the weaknesses identified.

In addition, it was established that the employees of TNC are motivated to conduct their day-to-day tasks as accorded to them. This can be observed through the findings on productivity, retention and attendance. On productivity, the findings indicated that despite the fact that promotions are not a norm in TNC, the employees meet and even some exceed the set targets since their work environment motivates them into being creative and productive. Lack of eminent promotions especially in environment and public sector may be as result of uncertainties with the changes in regime every five years, as these periods see most of the employees laid off or their contracts terminated. However, during their periods of service in TNC, the employees undergo seasonal

coaching and training that give them morale and help them in improving on their performances. On retention, the finding indicated that TNC offers flexibility to its employees and thus they are able to put even extra efforts to their work. As a result, TNC is faced with challenges of employee turnover especially with the changes in each regime. There is always new set of employees in the various sectors especially when a new regime sets in. On attendance, the findings indicated that the employees of TNC loved their work, their desire to meet targets encouraged them to work effectively and efficiently and they were always happy and excited when they accomplished their work. As a result, this gave them satisfaction on their work a scenario that ensured they remained on course.

The regression analysis was performed with perceived quality of employee relations as the independent variable and employee motivation as the dependent variable. Composite scores were computed for all the measures of employee relations and employee motivation. The regression results indicated that, a unit change in perceived quality of employee relations will lead to 0.247 change in employee motivation in TNC. Thus, the study established a significant relationship between perceived quality of employee relations and employee motivation in Tharaka Nithi County Government.

### **5.3 Conclusion**

In conclusion, it can be said that perceived quality of employee relations has a minimal effect on employee motivation in Tharaka Nithi County Government. The motivation of employees led them to attend to their work effectively and efficiently, improve their retention in TNC and increase their productivity as well as that of the county in general. TNC is realizing that perceived quality of employee relations helps them in

building stronger relationships with their employees. As such, TNC is able to build, enhance and reinforce commitment to the institution and improve on employee motivation. The results of this study revealed that if perceived quality of employee relations is effectively implemented in TNC, employee motivation can be improved and sustained for longer periods in the county. The results from regression analysis show that perceived quality of employee relations explain only 8.1% of employee motivation in TNC. This implies that employee motivation is brought about by other factors other than perceived quality of employee relations. There are other factors not tested that affect employee motivation as shown by the results of ANOVA (the p-value  $0.00 < 0.05$ ).

#### **5.4 Recommendations**

From the results obtained in this study, the researcher led to the following recommendations.

Tharaka Nithi County management team should treat employees with respect and fairly because the way they are treated has direct impact on their motivation and consequently on the quality of work done by them in improving the performance of the organization.

TNC and other institutions should institute coaching and training programs among employees. This should include training employees on specific job skills, management's expectations and attitudes to enable employees to learn about their organizations and be able to interact with one another.

Management teams should also reward employees who offer quality services. Similarly, they should reward employees who work extra hours with bonuses to motivate them.

Organizations should put in place staffing and promotion procedures as components of employee relations so as to improve on employee motivation. This will reduce on employee turnover and increase on their productivity.

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

This research study was faced with various challenges. First, the duration taken by the study to determine the effects of perceived quality of employee relations on employee motivation in TNC. Given that perceptions of the quality of employee relations takes longer to manifest, a longer time for the study would have been appropriate. The researcher would have obtained detailed results from which to draw more refined conclusions.

There were also generalization limitations since the findings cannot be generalized to other counties since they are independent entities in different economic setups with each facing different challenges. The conclusion of this study thus could not be used for generalization on the effects of perceived quality of employee relations on employee motivation beyond Tharaka Nithi County Government.

The researcher was also faced with challenge of accessing the respondents given that they operate in strict schedules and even some when on restricted areas (e.g. in health and finance sectors) and thus had to wait for them until end of shift or during break

hours. It was not easy to get in touch with the superior employees and get the necessary information.

### **5.6 Suggestions for Further Study**

The study suggests the necessity to conduct comparative studies on the motivation levels in the different counties a view to having an inclusive analysis that would be useful in formulating policies and labour laws.

Given the numerous complex issues that surround employee motivation, further studies should be conducted to provide better understanding of those areas and improve the contribution of this study to the existing knowledge on employee motivation.

The study suggests that a research be carried out on other factors that affect employee motivation in any organization. This will bridge the gap established by this study on the presence of other factors that affect employee motivation besides perceived quality of employee relations.

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## APPENDIX ONE: QUESTIONNAIRE

### **SECTION A: BIO DATA**

**INSTRUCTIONS:** Kindly tick against the box

1. What is your age bracket?

a. 30 years and below [ ]

b. 31-40 yrs [ ]

c. 41-50 yrs [ ]

d. Above 51 yrs [ ]

2. What is your gender?

a. Female [ ]

b. Male [ ]

3. How long have you worked for this County?

a. Below 10 years [ ]

b. 11-20 years [ ]

c. Above 20 years [ ]

4. What is your education level?

a. PhD degree [ ]

b. Master's degree [ ]

c. Bachelor's degree [ ]

d. Diploma [ ]

e. Others-specify [ ]

**PART B: Organizational Members Perceptions on Quality of Employee Relations**

Rate the extent to which the aspect of quality of employee relations is described by the statements below on a scale of 1 to 5. Where, 5= High extent 4= Moderate extent 3=neutral 2=Moderately low 1= Low extent

	<b>Quality of employee relations management</b>	5	4	3	2	1
	<b>Employee empowerment and involvement</b>					
1	TNC encourages employees to be creative and risk takers					
2	Employees at TNC get involved in goal setting					
3	TNC involves employees in setting performance targets					

	<b>Initiating employee suggestions</b>	5	4	3	2	1
1	Employees in TNC are encouraged to offer suggestions					
2	Employees ideas are usually implemented					

	<b>Facilitating collective bargaining</b>	5	4	3	2	1
1	Employees are allowed to have collective bargaining					
2	TNC employees are part of trade unions					

	<b>Conflict management and grievance redress measures</b>	5	4	3	2	1
1	Workplace conflicts at TNC are solved promptly					
2	Conflict resolution mechanisms are set in place at TNC					
3	The grievance handling procedure is an effective mechanism for grievance handling					

	<b>Transparency in communication</b>	5	4	3	2	1
1	Communication in TNC is transparent					
2	Communication is mostly top-down					
3	Timely feedback is given to employees on areas of weakness and ways of improving on the weaknesses identified					
4	Right information is normally shared in the organization					
5	Grapevine affects employees of TNC					

**PART C: Employee Motivation**

Rate the extent to which the aspect of employee motivation is described by the statements below on a scale of 1 to 5. Where, 5= High extent 4= Moderate extent 3=neutral 2=Moderately low 1= Low extent

	<b>Measures of Employee motivation</b>	5	4	3	2	1
	<b>Productivity</b>					
1	I usually exceed my set targets					
2	My work environment encourages me to be more creative and productive					
3	I have high morale that encourages me to be more productive					
4	Promotions are given in a fair and transparent manner					
5	Coaching and training are carried out to assist employees improve on how they perform their jobs					



	<b>Retention</b>	5	4	3	2	1
1	I put a lot of effort on my work because of the flexibility I am given					
2	TNC offers personal development opportunities that encourage me to stick around					
3	Compensation offered at TNC is competitive thus encouraging retention					
4	There is a great psychological contract that will make me stay longer					
	<b>Attendance</b>	5	4	3	2	1
1	I love my work and thus attend to it on time					
2	The desire to meet my work targets encourages me to attend to my work more effectively and efficiently					
3	I feel happy and excited whenever I accomplish my work					
4	I am satisfied with my work schedule because it keeps me on course					