INFLUENCE OF EMPLOYER POLICIES AS A DETERMINANT OF COLLECTIVE BARGAINING AGREEMENT ON PERFORMANCE OF STATE CORPORATIONS IN KENYA

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ABSTRACT

Collective bargaining agreements (CBA) are integral for any organizational growth and the country’s economic development. High levels of unrest have been observed in state corporations such as public universities, Nairobi water, Kenya Broadcasting Corporation, Postal Corporation of Kenya, among others. Industrial unrests have been known to create disturbances at the work place and sometimes affect the entire operations thereby suppressing or stopping productivity. The industrial actions seem unending since most of their solutions are temporary. To bring normalcy and improve organizational performance, employees need to be engaged all the time in productive work thus this study sought to establish the determinants of collective bargaining agreement (CBA) on the performance of state corporations in Kenya. CBA are known to be useful in minimizing or ending industrial unrests. The study adopted descriptive survey since it sought to ascertain respondent’s perceptions on the determinants of collective bargaining agreement in a structured manner. The target population of this study included all 187 state corporations in Kenya as of 27th April 2015. The study used a sample of 95 state corporations and collected primary data using a self-administered questionnaire. The data was analysed using descriptive statistics comprising of mean, standard deviations, frequency distribution, percentages, factor analysis, correlation analysis as well as regression analysis, SPSS Version 24 was used. The study established that employer policies had a significant and positive influence on the performance of state corporations in Kenya. The study concluded that as a result of unfavourable employee relations with the management affected the employee productivity and so to the firm performance. The study recommended that firm leaders should embrace employee involvement and lead by example to promote employee performance.

Key Words: Employer Policies, Collective Bargaining Agreement, State Corporations

1.0 INTRODUCTION
1.1 Background of the Study

Employers with unionized work forces often want to implement new work rules during the term of their collective bargaining agreement (Gallie, Felstead & Green, 2001). Employee resourcing can either be from internal or external employment markets and depending on the organizational policies laid down, it can affect the power balance between the organization, the employees and other stakeholders. Typically, that can be done unless the contract includes a provision that would be contradicted by the new rule. According to Kugler and Pica (2009), before new work rules or other new terms and conditions of employment can be implemented, the employer must give the union an opportunity to demand bargaining about the matter. If the union asks to bargain, the employer may not implement the new rule without the union's consent or without having first bargained to "impasse" (Kugler & Pica, 2009)

How employees relate among themselves, with the organization and unions is to a big extend determined by the organizational policies in existence. According to Swanson (2007), employers need to develop policies and procedures for a variety of purposes which include: to let workers know what type of performance and conduct is expected; to protect themselves in the event a worker fails to follow the policies and is let go, and to detail work aspects, such as vacation time, health benefits and pay schedules so that employees spend less time asking questions about those things and more time getting actual work done.

Every organization, regardless of its size, should have in place employment guidelines and regulations to be followed when undertaking various activities within the company, especially when administering human resource management activities. Gallie, Felstead and Green (2001) argue that there is need for management to be cautious about implementing mid-term work rules (or other changes in terms and conditions of employment) without affording the union an opportunity to demand bargaining. Many Boards hold that an employer may not make unilateral changes in any term or condition of employment unless the union has "clearly and unmistakably" waived its right to bargain about the change.

State corporations may be called State Owned Enterprises (SOE) and are created under the laws of a state or country as separate legal entities that have privileges and liabilities distinct from those of its members (Crouch & Streeck, 2006). The entities assume undertakings on behalf of the state, who is the owner. The legal positions of these corporations vary from being part of the government to being a stock company with the state being a regular stockholder. They also include government agencies formed to pursue purely non-financial objectives. According to Crouch and Streeck (2006) corporatism refers to a political or economic system whereby power is given to civic assemblies representing economic, industrial, socio-cultural and professional
groups. State corporations are legal enterprises managed by the government with an internal hierarchy predetermined by the state.

State corporations are common with natural monopolies and infrastructure, such as railways and telecommunications, strategic goods and services natural resources and energy, politically sensitive business, broadcasting, demerit good, among others (Carrell & Heavrin, 2012). At the level of local government, territorial or other authorities may set up similar enterprises which are sometimes referred to as Local Authority Trading Enterprises (LATEs) to participate in commercial activities on behalf of the government. Those activities include, establishment services, such as water supply as separate corporations or as a business unit of the authority participating in commercial activities.

There are approximately 187 state corporations in Kenya today which are divided into eight broad functional categories based on the mandate and core functions; the eight categories are: Financial Corporations, Commercial/manufacturing Corporations, Regulatory Corporations, Public universities, Training and research Corporations, Service Corporations, Regional development authorities, Tertiary education and Training Corporations. The total number of State Corporations may have changed owing to time lapse and creation of new ones (GOK, 2012).

1.2 Statement of the Problem

According to Kenya’s Vision 2030 (RoK, 2007), Kenya aims to create a globally competitive and adaptive Human Resource (HR) base through proper management, rewarding and steering towards global competitiveness, but at its current economic growth there is still need for boosted strategies to achieve sustained growth of 10%. There are currently 187 state corporations in Kenya (SCAC, 2017); state corporations are entities formed and owned by the government to meet both commercial and social goals, correct market failure, exploit social and political objectives, and redistribute income or develop marginal areas (Njiru, 2008). Corporations’ performance may be hampered by poor relations, poor leadership, organizational structure among others hence the current institutional setup and the work ethics must embrace CB in order to achieve quality results. CBA have the capacity to increase organizational performance which in turn leads to Gross Domestic Product (GDP) growth. According to Nyambura (2014), a percentage increase in sectoral performance in terms of productivity leads to an increase in wages by 0.05% while a percentage increase in Kenya’s GDP leads to an increase in annual wages by 0.48%.

If well executed, CBA are necessary to settle on the best rewards, benefits, working conditions and policies for employee development and consistent economic growth hence should be in the
forefront in any organization. It is estimated that 1.9 million workers are members of trade unions, which covers a share of 11% of the labour force (Kenya Labour Market Profile [KLMP], 2014). Of the unionizable employees in the state corporations, over 85% have joined the relevant industry unions (COTU, 2017), but despite this big proportion of unionized employees, terms and work conditions seem not to have improved due to several strike threats and the unrests witnessed as recent as 2016/2017. Successful CBA may be an indication of proper organization of the negotiations, good leadership, flexible employer policies, economic factors among others which can lead to reduced industrial actions and improved organizational activities hence improved performance of the state corporations. As pointed out, many of the CBA executed do not last long, industrial actions keep recurring and functioning of state corporations is affected hence it is the purpose of this study to establish the determinants of collective bargaining agreement and their effect on the performance of State Corporations in Kenya.

1.3 Objective of the Study
1. To explore employer policies as determinants of collective bargaining agreement on the performance of State Corporations in Kenya

1.4 Research Hypothesis
Hₐ: Employer policies in collective bargaining agreement have a significant effect on the performance of State Corporations in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework
2.1.1 Human Relations Theory
Elton Mayo in 1933 advanced human relations theory which originated from a study commissioned on one of the electric companies in the USA in the early 1930s; the company was employing a large number of workers and offering the most attractive pay package and recreational facilities. Despite the favorable pay package, the firm had one of the most discontented workforces, with high levels of absenteeism and low productivity (Armstrong, 2007). The Human Relations theory emphasizes on people’s social needs believing that productivity of a worker is directly related to the job satisfaction the employee derives from the performance (Armstrong, 2012). Many state corporations are known to offer relatively poor terms and conditions of employment compared to its private sector players. Employees need recognition and other enablers to facilitate change of attitude towards productivity culture.
This human relations theory is relevant to this study since every organization requires setting out policies that will guide how it executes its functions, relate with its employees and other stakeholders. Understanding the theory is useful in assisting organizations, especially State Corporations develop and uphold resourcing strategies, employee relations, and employment guidelines and regulations that guide how the organization will engage other stakeholders especially during collective bargaining agreement (Grewal & Tansuhaj, 2011). This will ensure that the State Corporations are successful, and hence lead to enhanced organizational performance.

2.1.2 Profit Maximization Theory

In profit maximization theory, the strategies was driven primarily (but not exclusively) by the objective of maximizing the organization’s revenues in the long run with the ultimate purpose of developing sustainable competitive advantage over the competitor. The application of this theory to the field of corporate governance and turnaround is pretty straightforward (Thomas & Mullaly, 2008). The objective of turning around company is to change the company situation from bad to good or better. And the first option and perhaps the only option at that time, is to enhance the company’s revenue generation. This means that profitability and by extension profit maximization is the main or perhaps the only objective available for increased productivity and performance of an organization (Newman, 2002).

The theory is relevant to this study because revenue is the main determinant of performance of an organization. It is a corporation’s desire to maximize profits which basically means higher returns at lower costs (Wolfgang, 2012). Every organization would act in self-interest to maximize profit and by so doing enhance their position in the market while endeavoring to meet their mandates and obligation (Thomas, 2010).

2.2 Conceptual Framework
2.3 Empirical Literature Review

Staffing strategy refers to a company’s decision regarding where to find employees, how to select them and the mix of employee skills and statuses (Noe, 2008). Employee resourcing strategies exist to provide the people and skills required to support the business strategy; it is concerned with any means available to meet the needs of the firm for certain skills and behaviour (Armstrong, 2010).

The objective of resourcing strategies is to obtain the right basic material in the form of workforce endowed with the appropriate qualities, skills, knowledge and potential for future training (Armstrong, 2010). Organizations can take one of three actions to fulfil their employee resourcing: reallocate tasks between employees, so that existing staff take on more or different work; reallocate people within the company; and recruit new staff from the external job market. Emphasis should be placed on flexible working practices, requiring multi-skilled workers and sophisticated assessment and development programmes. Gaining competent employees at all levels of the organization stems from changes in recruitment and selection philosophy (Huselid, 2005).

William and Kinicki (2008) argue that when employment rates are high companies are desperate to attract, retain and motivate key people. They further mention that even in tough economic times there are always industries and occupations in which employers feel they need to bend backwards to retain their human capital. Organizational behavior studies suggest that employee retention is dependent upon levels of organizational commitment and the policies in place. A study by Noe et al. (2006) has established a direct link between employee retention rates and employee performance. According to Hitt, Ireland and Hoskisson (2011) people should be placed in positions that fit them best, this is based on believe that failure to properly allocate employees would result in forfeiture of the company’s competitive position. Successful firms have policies and willingness to dismiss employees who engage in
counterproductive behaviour which ensures that productive employees are not made miserable by supervisors or co-workers who engage in unproductive, disruptive or dangerous behavior.

3.0 RESEARCH METHODOLOGY

3.1 Research Design
This study adopted descriptive research design which was used an exploratory approach. Exploratory approach merely intends to explore the research questions, both quantitative and qualitative, and does not intend to offer final and conclusive solutions to existing problems. It helps to gain new insights, discover new ideas and for increasing knowledge of the phenomenon.

3.2 Target Population
The target population comprised all the State Corporations in Kenya which are 187 (SCAC, 2017), this is necessitated by the researcher’s desire to study the determinants of CBA on the performance of all the State Corporations. These State Corporations are subdivided into five categories which include: Commercial State Corporations (34); Commercial State Corporations with Strategic Functions (21); Executive Agencies (62); Independent Regulatory Agencies (25); and Research Institutions, Public Universities, Tertiary Education and Training Institutions (45). The interest in this population was driven by the fact that state corporations, due to the perceived weaknesses and actions of the parties to CBA, are vulnerable to industrial unrests which in effect affects their performance. The unit of analysis was all the 187 State Corporations in Kenya while the unit of observation was the Heads of Human Resources in the sampled 95 State Corporations

3.3 Sampling
The essence of stratification was to ensure inclusion, in the sample, of each subgroup which otherwise would be omitted entirely by other sampling methods because of their numbers. The strata comprised: i) Commercial State Corporations (34); ii) Commercial State Corporations with Strategic Functions (21); iii) Executive Agencies (62); iv) Independent Regulatory Agencies (25); and v) Research Institutions, Public Universities, Tertiary Education and Training Institutions (45), as per the total population of 187 State Corporations.

The researcher selected a sample of 50% of the state corporations in Kenya. The state corporations were selected using stratified random sampling method. Stratification was done by sector. Each sector (stratum) will contribute 50% of its total number of corporations to the overall sample. The final respondents were picked randomly from each stratum. The heads of
departments was the respondents in the study. 95 state corporations were selected which formed 50.8% of the target population.

3.4 Data Collection

Structured questionnaires were used to collect the data for the study. The choice of questionnaires was informed by the fact that they gather information over a large sample and are more appropriate when addressing sensitive issues since it offers greater anonymity. The questionnaire consisted of both structured and open ended questions, and Likert rating scales relating to leadership, economic factors, employer policies and organization structure.

3.5 Data Analysis

The completed questionnaires were checked for completeness and consistency to ensure that all questions are answered and also for any false or inconsistent information. The collected data was edited to eliminate errors and omissions in order to ensure accuracy, completeness and clarity. The collected data was then tabulated and coded. This reduced them to small number of classes that enabled the researcher to tabulate and identify relevant themes. A descriptive analysis was then done. Descriptive statistics (mean, median, mode, range, variance, and standard deviation) was used to summarize the data.

4.0 FINDINGS

4.1 Response Rate

The study surveyed 95 respondents from state corporations in Kenya using a structured questionnaire. A total of 92 questionnaires were filled and returned for analysis. This implied that a response rate of 96.8% was obtained. On the other hand, 3 questionnaires were not returned, returned while not fully filled or returned completely blank. This represented a non-response rate of 3.2%. According to Mugenda and Mugenda (2003) as cited by Theuri, Mugambi and Namusonge (2015) and Duncan et al. (2015), a response rate of 50% is adequate, 60% good while 70% response rate is very good. This implies that the 96.8% response rate obtained in this study is adequate for analysis and making conclusions and recommendations of the study.

4.2 Leadership level of responsibility

The study sought to assess the role of leadership as a determinant of collective bargaining agreement on the performance of State Corporations in Kenya. The aim was to establish the ability of the organizational leadership to steer organizational performance through collective
bargaining. The respondents were asked to respond to specific statements formulated based on the sub-constructs of the variable which were; level of responsibility, role modeling and command and control. A five-point Likert's scale was used as the measure where 1 was strongly disagree, 2 disagree, 3 uncertain, 4 agree and 5 strongly agree.

Level of Responsibility

The study sought to establish the respondents’ level of agreement or disagreement with specific statements regarding leadership level of responsibility and firm performance. The findings as shown in table 4.1 compare with those by Mello (2007) who found that leadership was mainly an aspect of get committed through specific traits and capabilities to be responsible and progressively making decisions that are coherent to organizational goals and objectives. According to Ozsahin, et al. (2011), a leader who understand their roles appropriately and delegates their duties to other employees steer firm performance by passing skills and competencies to the entire team thus translating to increased productivity and performance.

Table 4.1: Leadership level of responsibility

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders understand their roles well</td>
<td>3.02</td>
<td>1.18</td>
</tr>
<tr>
<td>Leaders take charge over the org. activities</td>
<td>3.09</td>
<td>1.22</td>
</tr>
<tr>
<td>Leaders delegate various roles to juniors</td>
<td>3.10</td>
<td>1.27</td>
</tr>
</tbody>
</table>

Command and Control

The research aimed at establishing the respondents' level of agreement on the specific statements regarding command and control and its influence on firm performance. The findings draw support from the Path-goal theory which outlines the leader's style of leadership and the ability to lead as an example as the main drivers of firm performance and success (Fiske, 1949; Northouse, 2010). The findings imply that the delegation policies adopted by the state corporations as well as lack of clear line of authority and control could be the main hindrances to performance of the state corporations in Kenya. According to Kramer and Pittinsky, (2016), delegation of duties should be such that the objectives of both leaders is aligned to one common goal thus enhancing performance even employee productivity even in the absence of the actual leader.
Table 4.2: Command and control

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization's delegation policy affects collective bargaining</td>
<td>3.56</td>
<td>1.10</td>
</tr>
<tr>
<td>There is a clear line of authority and command</td>
<td>3.34</td>
<td>1.19</td>
</tr>
<tr>
<td>Employees obey and respect the leaders</td>
<td>3.29</td>
<td>1.20</td>
</tr>
<tr>
<td>All levels of responsibility have some authority</td>
<td>3.51</td>
<td>1.19</td>
</tr>
</tbody>
</table>

Role Model Setting

The study sought to establish the respondents’ level of agreement or disagreement with various statements regarding role model setting as an aspect of leadership and its influence on organizational performance. The findings imply that most of the leaders in the state corporations did not lead by example despite this being a tightly crucial aspect of enhancing organizational performance. According to Obiwuru et al. (2011), leaders who set and lead by example are more likely to steer firm performance than those that adopt a command style of leadership whereby they ask the employees to do what they themselves cannot do. Tannenbaum (2008) suggested that employees follow more of what their leaders do than what they say.

Table 4.3: Role Model Setting

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is effective control mechanism</td>
<td>3.20</td>
<td>1.11</td>
</tr>
<tr>
<td>Most leaders follow the rules they set for the employees</td>
<td>3.55</td>
<td>0.83</td>
</tr>
<tr>
<td>Leaders set (lead by) examples in most spheres in the organization</td>
<td>3.70</td>
<td>0.95</td>
</tr>
<tr>
<td>Leaders exercise their own style</td>
<td>3.28</td>
<td>1.31</td>
</tr>
</tbody>
</table>

4.3 Performance of State Corporations in Kenya

Firm Profitability

The respondents’ level of agreement on the statement regarding the firm profitability was sought. The findings as shown in table 4.4 imply that as much as profitability is concerned, the state corporations were relatively recording increased profits. According to Kempe (2012), organizational performance and growth is mainly determined by the profitability of the firm which enables an organization to expand and diversify for competitiveness.
Table 4.4: Organizational Profitability

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company generates high level of revenue</td>
<td>3.81</td>
<td>0.87</td>
</tr>
<tr>
<td>The company declares healthy dividends</td>
<td>3.88</td>
<td>0.89</td>
</tr>
<tr>
<td>The net income of the company is consistently high</td>
<td>4.00</td>
<td>0.81</td>
</tr>
<tr>
<td>Employees and creditors are paid timely</td>
<td>3.95</td>
<td>0.88</td>
</tr>
</tbody>
</table>

Organizational Innovation

The study aimed at establishing the agreement level of respondents on statements on innovation as an aspect of firm performance. The findings as shown in table 4.5 imply that most of the state corporations upheld innovation as a key driver towards competitiveness and performance. According to Hartle (2009), an innovative organization is the best example of a firm that is objected towards achieving competitiveness and firm growth and performance.

Table 4.5: Level of Agreement with Statements on Innovation

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is use of modern technology in the company</td>
<td>3.53</td>
<td>1.38</td>
</tr>
<tr>
<td>The company invest in research and development</td>
<td>3.65</td>
<td>1.142</td>
</tr>
<tr>
<td>The company rewards staff who come up with new developments</td>
<td>3.61</td>
<td>1.02</td>
</tr>
<tr>
<td>The company is a member of the industry association</td>
<td>3.54</td>
<td>1.28</td>
</tr>
</tbody>
</table>

Service Delivery

The study sought to find out the respondents’ agreement level with the statements on service delivery as a measure of organizational performance. The findings imply that most of the state corporations do not uphold service delivery despite this being a crucial aspect in explaining the future of an organization as far as performance is concerned. Thomas (2010) stated that a well performing organization is more likely to embrace effective and high level of customer service unlike a poorly performing organization that may not uphold customer service delivery.
Table 4.6: Agreement level with Statements on Service Delivery

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is focus on customer feedback</td>
<td>2.14</td>
<td>1.82</td>
</tr>
<tr>
<td>The company is keen in fulfilling clients details</td>
<td>2.71</td>
<td>1.67</td>
</tr>
<tr>
<td>The company continually upgrades its services delivery platform</td>
<td>2.41</td>
<td>1.97</td>
</tr>
<tr>
<td>The company regularly trains its staff on service delivery</td>
<td>2.66</td>
<td>1.99</td>
</tr>
</tbody>
</table>

4.4 Inferential Analysis of the Study Model

The study sought to examine the impact of employer policies as determinant of collective bargaining agreement on performance of state corporations in Kenya. Regression model was adopted to determine the relationship between employer policies and organizational performance. The model was of the form:

\[ Y = \beta_0 + \beta_1X_1 + \varepsilon \]

The model summary shown in table 4.7 revealed that the goodness of fit for the regression between employer policies and performance of state corporations was satisfactory. This is evidenced by adjusted R squared (R²) of 0.525 which indicates that 52.5% of the variances in the performance of state corporations are explained by the variances in the employer policies.

Table 4.7: Model Summary for Employer policies

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.784a</td>
<td>.615</td>
<td>.525</td>
<td>.37068</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employer policies
b. Dependent Variable: Performance of State Corporations

An ANOVA test was performed to further attest the relationship between employer policies and performance of state corporations in Kenya. The results are as summarized in table 4.8 below. The table shows that the variable has a P-value equal to 0.000 while the F-statistic was 217.103 demonstrating that the model is statistically significant in explaining the change in the dependent variable, considering that the P-value is less than 0.05 at the 95% level of confidence.
Table 4.8: ANOVA (Employer policies)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>121.251</td>
<td>1</td>
<td>121.251</td>
<td>217.103</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>342.457</td>
<td>91</td>
<td>3.763</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>463.708</td>
<td>92</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of State Corporations
b. Predictor: (Constant), Employer policies

The regression coefficient shown in table 4.28 indicates that employer policies is statistically significant since its p-value is less than 0.05 (p-value = 0.000). Using the coefficient in table 4.9, the regression model turns to be:

\[ Y = 0.311 + 0.802X_3 + \epsilon \]

The findings imply that a unit change in employer policies can positively influence up to 80.2% increase in performance of state corporations in Kenya. The t-calculated was 8.278 implying that employer policies significantly influenced performance. The alternative hypothesis is therefore accepted and the illusion goes by employer policies have a positive and significant effect on performance of state corporations in Kenya.

Table 4.9: Regression Coefficients for Employer Policies

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.311</td>
<td>.106</td>
<td>2.934</td>
</tr>
<tr>
<td>Employer Policies</td>
<td>.802</td>
<td>.097</td>
<td>.784</td>
<td>8.278</td>
</tr>
</tbody>
</table>

CONCLUSION

The study concluded that the policies set by the employers have a critical role in determining firm performance. This is because as a result of enhanced employee relations and well-articulated employee requirements, there is reduced conflict and duplication of duties hence more productivity from the workforce. The study concluded that the corporations did not allow the employees to be free to join any union while representation of the employees at the unions was highly discouraged. This would possibly make employees shy away from communicating their needs and preferences hence their satisfaction diminishes the same case to productivity.

RECOMMENDATIONS
Organizational management should embrace a supportive culture to the employs and provide them with an environment that is conducive for working and interaction. Employees should be allowed to air their views and be involved in decision making and allowed to join any trade union that they find addressing their issues. This way, they will be motivated to contribute more to firm performance.

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