KENYATTA UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION

IDENTIFICATION OF POLICY GAPS AS A TOOL OF IMPROVING ORGANIZATION PERFORMANCE: A CASE OF EMPLOYMENT POLICY AMONG COTU AFFILIATES

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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Employment policies can directly influence the performance of the organisation and in turn impact the performance of an organisation. Despite the Employment Act of Kenya of 2007, there is still a high unemployment rate of 40% in general and 70% among the youth. The study was conducted at trade unions affiliated to Central Organisation of Trade Union (COTU), Nairobi. The study sought to establish factors influencing identification of policy gaps at the trade unions affiliated to COTU, Nairobi. The research was used to determine the relationship between identification of policy gaps and the organisational performance at the trade unions affiliated to COTU. The study used the Classical Theory of Employment (CTE) by Keynes (1936) which states that; if market forces are allowed to operate in the economic system, it eliminated over production and make the economy produce output at the level of full employment. The researcher sought to determine the challenges of identifying policy gaps in the employment policy. The study was justified because; the implementation of an employment policy could have a significant impact on a performance of an organisation. The findings of this research were significant because it would help scholars undertaking studies in the areas of organisational performance and the public policy. Study results could assist the government in the areas of planning for employment policy. The research findings, which was performance of an organisation was important to enable it stay afloat in the wake of stiff competition and that organisation stand or fall on the premise of how effective and relevant employment policies are implemented and that proper implementation of good employment policies can determine the performance of an organisation, the study was also important because it was instrumental in the attainment and actualization of the sustainable development goals. The findings were also instrumental to the policy makers and stakeholders in drafting employment policies that would benefit the trade unions affiliated to COTU as organisations and Kenya as a country. The research was based on a descriptive survey design where systematic sampling technique was used to select the respondents for the questionnaires; the study population was picked from the 40 affiliated trade unions of COTU (K). The socio-economic factors included; demographic characteristics, the level of education, and the marital status.
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<tr>
<td>COTU</td>
<td>Central Organisation of Trade Union</td>
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<tr>
<td>CTE</td>
<td>Classical Theory of Employment</td>
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<td>EPI</td>
<td>Employment Policy Implementation</td>
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<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<td>GOK</td>
<td>Government of Kenya</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>KNBS</td>
<td>Kenya National Bureau of Statistics</td>
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<td>SPSS</td>
<td>Statistical Package of Social Science</td>
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<td>MTP</td>
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DEFINITION OF OPERATIONAL TERMS

Employment policy - A set of regulations, rules, guidelines, directives, and development/promotion objectives and strategies that provide a framework regarding employment.

Management - It is the process of using organizational resources to achieve organizational objectives through the functions of planning, organizing and staffing, leading, and controlling.

Organisation – A consciously co-ordinated social unit created by groups in society to achieve specific purposes, common aims and objectives by means of planned and co-ordinated activities.

Performance – It isthe organization’s ability to attain its goals by using resources in an efficient and effective manner.

Policy – It is the framework which has the details of the ‘how’, ‘where’ and ‘when’ in terms of the course of action which must be followed to achieve the objectives.

Policy gap– Are policy that have not been updated to address the ongoing changes in the organization, the inherent gaps can dramatically increase risk across the organization.
CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Employment policy has the potential of influencing the manner in which a firm performs. (Chune, 2007). The identification of policy gaps in the employment policy, can be used as a tool for improving organizational performance. In the '50s organizational performance was defined as, the extent to which organizations, viewed as a social system fulfilled their objectives (Georgopoulos & Tannenbaum, 1957). Later in the '60s and '70s, organizations begun to explore new ways to evaluate their performance, so performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Wu & Wang, 2006). The '80s and '90s were marked by the realization that the identification of organizational objectives, is more complex than initially considered (Lusthaus & Adrien, 1998).

Organizational performance involved recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently (Mullins, 2005). It is also an analysis of an organization's performance as compared to goals and objectives (Daft & Marcic, 2009). It is the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results (Mahapatro, 2010). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives (DuBrin, 2012). In the context of the study, organizational performance is the manner in which the firm excels in the industry. Organizations have an important crucial role in national development and therefore, successful organizations represent a key ingredient for developing nations (Gavrea, Ilies, & Stegerean, 2011).

For the last fifty years, the government of Kenya has continuously articulated the need to create sufficient employment opportunities to absorb the country’s growing labor force. Underemployment and unemployment have been identified as Kenya’s most difficult and persistent problems (Government of Kenya, 2008a; 2008b).

On the international front according to the general remarks of the ILO, introducing the reform in Denmark (ILO, 2009), the two main objectives of changing the employment policy are a great effort towards unemployed people taking departure from the situation of the individual
person and an effort that is targeted towards the fastest and most direct way to normal jobs and to achieve the objective of getting more people into employment (May & Winter, 2007).

An employment policy includes any policy or practice relating to recruitment classification and grading, remuneration, employment benefits and terms and conditions of employment, job assignments, the working environment and facilities, training and development, performance evaluation systems, promotion, transfer, demotion, termination of employment and disciplinary measures (Chune, 2007). How this policy is structured determine the nature of the labour market in terms of size, demographics and so on. This policy encapsulates three main partners that include employers, employees, the national government through the Ministry of Labour and the County Government (Burke & Litwin, 2001).

The trade union movement in Kenya, which became an important feature of our country's life, is a child of economic, social and political strives. It has evolved through difficult situations created mainly by the colonial government during that time which persistently defended Employers in order to avoid seeing a strongly organised Trade Union of the workers. However, with the change of attitude in the British Labour Policy in her colonies, resulted in the enactment of 1937 Trade Unions' Ordinance which stipulated conditions under which Africans could organise themselves into trade unions (ILO, 2009).

The Constitution of Kenya on chapter four, The Bill Of Rights, Part 1—General Provisions Relating To The Bill Of Rights on the Freedom of conscience, religion, belief and opinion, section 32, subsection 3 states that a person may not be denied access to any institution, employment or facility, or the enjoyment of any right, because of the person’s belief or religion, reaffirms the government commitment to the employment policy and strategy (GoK, 2010). The employment policy and strategy for Kenya will be an invaluable tool in facilitating the creation of productive and sustainable employment opportunities and thereby stimulating economic growth and socio-economic development. The Constitution advocates for decent work where freely chosen productive employment in promoted simultaneously with fundamental rights at work, adequate income from work representative and the security of social protection. Decent work is founded on four pillars namely rights at work, gender equality, social protection and social dialogue.
Employment policy and strategy for Kenya is anchored on the realization that attachment of the goals of the Kenya Vision 2030 and the Country’s international commitment hinges on the extent to which our country is able to create and nurture a competitive and adoptive resource base to meet the requirement of industrialization and globalization of the Kenyan economy.

The employment policy is still in draft form. However, the government of Kenya is implementing many sectorial policies that seek to grow the economy and create jobs. While the policies are clear and well thought they are often not implemented and where implementation takes place no attempt is made to evaluate them (COTU, 2012). There are policy intervention that have been recommended to address employment which include accelerate and sustain high rate of economic growth, value addiction in agriculture, wealth creation Programmes for micro-and small entrepreneurs, improve access and relevance of education and training provided for the youth with emphasis on technical and vocation skills as well as development of soft skills (ILO, 2009).

Central Organisation of Trade Unions, COTU (K) is one of the social partners that engage the government on employment policy and strategy. COTU (K) has been involved in the drafting of the policy and building technical capacity for the youth at National Industrial Training Authority. COTU (K) has undertaken the responsibility of promoting decent work. It has also led an input in design of wages policy. There has been in-house capacity building to equip Trade Union leaders with skills to engage both the government and employees on policy formulation.

The affiliate trade unions of COTU include the following: Kenya Electricals Trade Allied Workers Union, Banking Insurance and Finance Union, Communication Workers Union and Kenya Union of Commercial, Food and Allied workers are some of the affiliated unions which have over the years influenced policy in various sectors through Collective Bargaining Agreement (CBA). COTU (K) affiliates have had an impact in general wages and minimum wages respectively. This affiliates unions have influenced the working conditions and social policy as well. KETAWU for example as an affiliate union to COTU (K) has been influential in determining pension schemes in the energy sector.
1.2 Statement of the problem

Many economists consider organizations and institutions similar to an engine in determining the economic, social and political progress. Precisely for this reason, in the last 22 years, there were two Nobel prizes awarded to researchers who have focused on the analysis of organizations and institutions (Gavrea, Ilies, & Stegerean, 2011). Policies regarding employment can directly influence the labour market in terms of its size and characteristics in a locality. In Kenya for instance, the labour market has been growing in a dynamic manner as many institutions of higher learning continue to produce graduates who remain jobless due to the limited and scarce places of employment. Despite the Employment Act of Kenya of 2007, there is still a high unemployment rate of 40% in general and 70% among the youth. Education is widely seen as one of the most promising paths for individuals to realize better lives and as one of the primary drivers of national economic development (Glennerster, Kremer, Mbiti, & Takavarasha, 2011). This is because the students are trained to be employed and not to create jobs (Wu & Wang, 2006). The aspect of entrepreneurship is not taken seriously and this has made the country to have a labour surplus as many a looking for white-collar jobs (ILO, 2009).

In Kenya, a total 41% of the population are employed in the informal sector, where 53% are male and 47% are female. A total of 12,824,624 are economically inactive and of which 44% are male and 56% are female (KNBS), 2010). The study sought to identify policy gaps in the employment policy as a tool of improving organisational performance in the affiliated trade unions to Central Organization of Trade Union, Nairobi.

1.3 Objectives of the study

The study sought to achieve the following objectives:

1. To establish factors influencing identification of policy gaps at the trade unions affiliated to COTU, Nairobi.
2. To determine the relationship between identification of policy gaps and the organisational performance at the trade unions affiliated to COTU, Nairobi.
3. To determine the challenges of identifying policy gaps in employment policy at the trade unions affiliated to COTU, Nairobi.
1.4 Research premises

The study sought to answer the following questions

1. What are the factors influencing identification of policy gap at the trade unions affiliated to COTU, Nairobi?

2. What is the relationship between identification of policy gap in the employment policy and the organisational performance of trade unions affiliated to COTU, Nairobi?

3. What are the challenges of identifying policy gap in employment policy at the trade unions affiliated to COTU, Nairobi?

1.5 Justification and significance of the study

The study was justified because in the identification of policy gaps in the employment policy could have a significant impact on a performance of an organisation. The performance of an organisation was important to enable it stay afloat in the wake of stiff competition both nationally and internationally. Organisations stand or fall on the premise of how their effective and relevant employment policies are implemented. Proper implementation of good employment policies could determine the performance of an organisation. The study was justified because it was instrumental in the attainment and actualization of the Millennium Development Goals and Vision 2030 (Government of Kenya, 2007). In Kenya, employment is pinnacle in ensuring the economic empowerment of the local people.

The findings of this research will be significant because it is of help to scholars undertaking studies in the areas of organisational performance and identification of policy gaps in the employment policy implementation. Both the theoretical and empirical findings can be of great help to the academicians and professionals in the study of organisational performance and the employment policy. Study results will assist the government in the areas of planning for employment policy. The research findings will be instrumental to the policy makers and stakeholders in drafting employment policies that would benefit COTU as an umbrella body of trade unions and Kenya as a country (Central Organization of Trade Unions, 2012). COTU was the most preferred organisation because it is an organisation that mainly champions for the rights of employees regarding employment matters. The study location of Nairobi was the most preferred because it is the capital city of the country where most of the employment matters are handled.
1.6 Scope and limitations of the study

The study focused on the issues of the identification of policy gaps in the employment policy as a tool for improving organizational performance. The study area was limited to the management of the 40 trade unions affiliated to COTU Kenya. The study anticipated the limitation that the research focused on only 40 affiliate trade unions of COTU and thereby implying that the study could produce different results if it was to include trade unions not affiliated to COTU.
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction
The chapter comprised literatures on policy gaps, understanding policy actors, employment policy, the factors influencing employment policy implementation, the relationship between employment policy implementation and organisational performance and the challenges of employment policy implementation. Finally it ends with the theoretical and conceptual frameworks.

2.1 Policy gap and Understanding policy actors
Policy gap are basically the policy that have not been updated to address the ongoing changes in the organization, the inherent gaps can dramatically increase risk across the organization. With a mix of policy instruments identified for a particular state, and the related drivers, pressures and impacts, and the effectiveness of these policies assessed, based on some form of performance criteria, the policy analysis can be taken to a more informative and pragmatic level.

If the policy effectiveness assessment reveals that the mix of policies had not resulted in adequate improvement in the state of the organizational performance or has not facilitated adaptation, then one must begin to explore why this was the case. Or alternately, if progress has been made on these two fronts, it is important to better understand why successful performance was achieved. This module presents two methods to gain this better understanding, including:

Policy requires shaping and managing people’s behaviour, so understandably those groups of persons affected by policy, either positively or negatively, are important actors to be consulted in the policy formulation process. Policy actors can be categorized broadly into three sectors of society: State, Market and Citizen (Najam 1996, Najam 1999).

In the private sector, policy-makers are CEOs, Boards of Directors and other top-ranking corporate officials. Policy-makers usually are influenced by special interest groups (i.e., entities that do not have the power to make or enforce policy themselves, but who influence development of a particular policy for their own interests or for the interests of third parties). Special interest groups include lobbyists, trade-unions, political groups, individuals,
corporations, donors, NGOs and many others (Najam 2000). A second group important in setting policy consists of technical advisors or policy analysts; they advise and inform policymakers on alternative options, and likely on the effects of those alternatives. In democratic societies, a third group that influences decisions is the general public, who elect policymakers.

2.2 Employment policy

Employment policy should be put in place to the benefit of the organization, its staff and those dealing with the organization for equal opportunities to apply in its employment practices. This policy is intended to contribute to a better, fairer and more effective use of human resources through the active promotion of equal opportunities in the employment practices. This Policy aims to avoid or counteract discrimination in the employment practices against individuals and groups on grounds which are illegal, unjustifiable or unacceptable.

Long term trends and dynamics of employment in Kenya reveal a declining number of jobs being created in the formal sector as compared to those in the informal sector. Total employment in Kenya increased from 0.804 million persons in 1972 to 10.96 million workers in 2010. Up to 1992, the formal sector was the greatest provider of jobs in Kenya, accounting for 53.1 per cent of the jobs down from 89.6 per cent in 1972. The contribution of the informal sector to total employment creation grew from 10.4 per cent in 1972 to 81.2 per cent in 2010. Over the last three decades to 2010, formal sector employment in Kenya grew at an average of 2.8 per cent per annum as compared to 14.3 per cent for the informal sector. Although the informal sector accounts for the largest proportion of the country’s jobs, the labour absorptive capacity of the sector is fast approaching saturation point. The number of new jobs created by the sector appears to have leveled off at an average of 463 thousand jobs per year since 2000. This is reflected in the slowdown in the employment growth in the sector that has dwindled from an average of 27.7 per cent per year in the 1990s to 8.1 per cent per annum in the period 2000-2010. Recent trends in employment show recovery in formal sector employment growth. The recovery also appears to have potential for long-term trend.

Though still a major contributor of jobs in Kenya, the informal sector suffers from decent work deficits. The pillars of decent work as propounded by the ILO are employment opportunities, worker rights, social protection and representation. The informal sector jobs are, however, characterized by job insecurity, poor wages and terms and conditions of
employment, and absence of institutionalized social protection mechanisms. Others are weak safety and health standards, low job tenure and lack of representation. More importantly, informality remains a major productivity trap in Kenya and cannot, therefore, guarantee productive and sustainable jobs.

The employment policy is reflected through four dimensions of customers, suppliers, competition and uncertainty of the business environment (Gavrea et al., 2011). The first dimension of the customer is important because customer orientation has an impact on organizational performance (Richard, Devinney, Yip, & Johnson, 2009). In this category is the study conducted by Brady, Cronin and Brand (2002) who demonstrated that customer orientation is linked indirectly with organizational quality, customer satisfaction and performance of the organization.

2.3 Employment policy and organisational performance

As outlined in Vision 2030, employment (unemployment) is a function of economic growth (Government of Kenya, 2007). This follows the traditional economic thinking which predicts a positive relationship between economic growth and employment. In addition, the economic growth-employment nexus makes fundamental assumptions, which are out of line with socio-economic realities in the workplaces. The assumptions are that the jobs created from economic growth are productive and durable; identical; equitable in terms of their access and pay; and that the new jobs are in addition to the ‘existing ones’ with no meaningful provisions for job creation (GoK, 2007).

When we research on organizational issues, employee satisfaction is one of the main and important issues of all time. How we satisfy our customer is the key question, which is to be answer in a research. Employees are the key players in organization so their commitment with organization is very important. Due to the better commitment and involvement of employees at work provides competitive advantage to organization. Different efforts have done and many are at work to cope with this issue. In organization, the most frequently investigated variable is job satisfaction (Spector, 1997).

Employee satisfaction based on many factors some of them are good working conditions, supervisory support, good leadership style, attractive reward system, better chance for
personal development, smart promotion policies etc. these facets leads towards commitment of employees. Whereas, employee dissatisfaction based on poor working conditions, deprived leadership style, be deficient in job security, poor organizational climate etc. facets like these show high level of dissatisfaction of employees at work. In extensive researches on job satisfaction, shows that it depends on many factors such as pay, promotion policies, organizational culture, working conditions and leadership and with the supervisory relationship (Schneider & Snyder, 1975)

2.4 Effect on performance

Organizational cultures can have varying impacts on employee performance and motivation levels. Often times, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. Different cultures operating in one company can also impact employee performance. For example, if the organization maintains a reserved “talk when necessary” culture, employees may work accordingly; however, if the organization allows one area, say the sales team, to be outspoken and socially active, the organization may experience rivalries among areas. Thus, allowing an area to set up their own culture can affect the performance of the employees deployed elsewhere in the company.

2.5 Integration of Performance and Culture

Organizations must structure their recruitment processes to attract and engage incumbents with the same beliefs and values that constitute the organization’s culture. This ensures the new employee’s assimilation to the company and further strengthens corporate culture. Companies should also ensure that they align corporate culture with performance management systems. When culture and management systems are not aligned, management must redirect them so that employee behaviour results in the achievement of organizational goals.

It is important to note that the Kenyan labour market is dual in nature: presenting the formal sector alongside the informal sector. The trends and dynamics of employment in Kenya shows that majority of the jobs are created in the informal sector. However, the informal sector jobs are precarious in nature as characterised by job insecurity, poor wages and terms
and conditions of employment, lack of social protection, weak safety and health standards and low job tenure.

Essentially, formal and informal sector jobs are different. Thus, it is factually wrong to count and add the jobs created in the two sectors as if they are identical. The same argument goes for making of a direct inference on the number of jobs that would be realised from economic growth as this presupposes that the jobs are identical. This assumption is not realistic. At the same time, there appears to be no concrete measures put in place to formalise the informal sector jobs as anticipated (GoK, 2008a).

The unstable and unproductive employment that manifests informal sector jobs in the country cannot be relied on to deliver the critical socio-economic milestones contained in Vision 2030. Social equity would require that both men and women equitably access the ‘new jobs’. This is not always the case in Kenya, and should be addressed if the said jobs are to create any impact. Lastly, economic growth can still be achieved even if most of the jobs at outsourced. Outsourcing of jobs is slowly getting into Kenya with considerable unintended effects, especially on the representational rights of workers (GoK, 2007).

Employment policy is therefore a critical component of social policy because of the four main underlying principles of employment policy and they include the promotion of decent work; equality in employment opportunity; participation of all stakeholders in the labour market; and finally labour market information is used to monitor, evaluate performance and implementation of employment policies and programmes to facilitate appropriate interventions (Chune, 2007).

One of the potential areas for employment creation identified in the Vision 2030, MTP (2008-2012) and the Sector Plan for Labour, Youth and Human Resource Development is labour export (foreign employment) to “needy and friendly countries” (GoK, 2007). This aspiration is, however, not tenable without a national skills inventory and relevant policy, legal and institutional frameworks to guide the entire process. It is noted, for example, that the Government through the Ministry of Labour has been grappling with the idea of undertaking a National Manpower Survey (NMS) and developing an employment policy and strategy for Kenya since early 1990s (ILO, 1995). These milestones have not been achieved.
to date. The closest the Ministry came to achieving the target for the employment policy was in 2006, but the draft policy document did not pass through parliament. In the context of the study, an employment policy is a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions regarding employment issues.

Moreover, it is evident that contrary to the popular belief that agriculture is the backbone of Kenya’s economy in terms of revenue generation, employment creation and poverty reduction, the wage employment component does not appear to be supported by data. The contribution of agriculture to total wage employment has exhibited a declining trend, moving from 18.73 percent in 2000 to 17.87 percent in 2008 (International Labour Organization, 2009). During the same period, wage employment within the industrial sector increased marginally from 33.01 percent in 2000 to 37.47 percent in 2008, depicting an annual average increase of less than 1 percent over the period (GoK, 2005). The greatest increase in the proportion of the sector’s employment was registered in the 2003-2006 period. Employment within the services sector has been declining since 2000. The sector’s contribution to total wage employment in the country declined from 48.26 percent in 2000 to 44.66 percent in 2008. This represented an average decline of 0.45 percent per year (GoK, 2008b). These statistics are relevant to the study because it can help the stakeholders who make crucial decisions regarding the implementation of employment policy.

2.6 Challenges of employment policy
According to Kaplan, Norton and David (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover,
effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan et al., 2004)

According to Richard, et al., (2009), organizational performance encompasses three specific areas of firm outcomes. They include financial performance (profits, return on assets, return on investment and others); product market performance (sales, market share and others); and shareholder return (total shareholder return, economic value added and others.) Richard et al. (2009) report that over a three year period (2005-2007), 231 papers in five of the top business academic journals included measures of organizational performance, and within these papers 207 different performance measures were used.

These dimensions are relevant to the study because they affect the implementation of the employment policy. In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source according to Kaplan et al., (2004) a common problem in recruitment is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices (ILO, 2009).

Policy gap which is easily identified is the embracement of technology in employment practice, increasing global competitiveness required by economies to keep pace with global challenges, especially the fast changing technologies. In Kenya, a technological gap has been witnessed in various sectors of the economy with the most affected being manufacturing, agriculture and information and communication technology. The rapidly changing nature of employment and work requirements has brought about the need for retraining of the Kenyan workforce for increased efficiency and productivity. Increased conversion of middle-level colleges, especially national polytechnics and technical institutions into public universities however, weakens the skill upgrading nexus between secondary, tertiary institutions and universities. This has impacted greatly on the employability of the youth (Chune, 2007).
2.7 Theoretical framework

The study used the Classical Theory of Employment (CTE) by Keynes (1936) which states that if market forces are allowed to operate in the economic system, it eliminated over production and make the economy produce output at the level of full employment. The term ‘classical economists’ was first used by Karl Marx to describe economic thought of Ricardo and his predecessors including Adam Smith. However, by ‘classical economists’, Keynes meant the followers of David Ricardo including John Stuart Mill, Alfred Marshal and Pigou. According to Keynes, the term ‘classical economics’ refers to the traditional or orthodox principles of economics, which had come to be accepted, by and large, by the well-known economists by then. Being the follower of Marshal, Keynes had himself accepted and taught these classical principles (Geocities, 2009). But he repudiated the doctrine of laissez-faire. The two broad features of classical theory of employment were the assumption of full employment of labour and other productive resources, and the flexibility of prices and wages to bring about the full employment (Geocities, 2009).

According to classical economists, the labour and the other resources are always fully employed. Moreover, the general over-production and general unemployment are assumed to be impossible. If there is any unemployment in the country, it is assumed to be temporary or abnormal. According to classical views of employment, the unemployment cannot be persisted for a long time, and there is always a tendency of full employment in the country (Geocities, 2009).

The second assumption of full employment theory is the flexibility of prices and wages. It is the flexibility of prices and wages which automatically brings about full employment. If there is general over-production resulting in depression and unemployment, prices would fall as a result of which demand would increase, prices would rise and productive activity will be stimulated and unemployment would tend to disappear. Similarly, the unemployment could be cured by cutting down wages which would increase the demand for labour and would stimulate activity. Thus, if the prices and wages are allowed to move freely, unemployment would disappear and full employment level would be restored. Further, the classical economists treated money as mere exchange medium. They ignored its role in affecting income, output and employment (Geocities, 2009).
The basic contention of classical economists was that if wages and prices were flexible, a competitive market economy would always operate at full employment. That is, economic forces would always be generated so as to ensure that the demand for labour was always equal to its supply. In the classical model the equilibrium levels of income and employment were supposed to be determined largely in the labour market. At lower wage rate more workers will be employed. That is why the demand curve for labour is downward sloping. The supply curve of labour is upward sloping because the higher the wage rate, the greater the supply of labour (Geocities, 2009).

According to the classical theory of employment, there are assumptions that include there is the existence of full employment without inflation, a laissez-faire capitalist economy without government interference, a closed economy without foreign trade, a perfect competition in labour and product markets, a homogeneous labour is, wages and prices are perfectly flexible and the law of diminishing returns operates in production. This makes the theory relevant to the achievement of the research objectives.

2.8 Conceptual framework
The study used the following illustrated conceptual framework.

![Conceptual framework diagram](source: Research Data, 2015)

Figure 2.1: Conceptual framework

From figure 2.1, the independent variable (IV) is the Identification of Policy Gaps in the employment policy while the dependent variable (DV) is the performance of an organisation. The identification of policy gaps in the proposed employment policy is an important issue regarding the performance of an organisation. Organisations stand or fall on the premise of how they identify the policy gaps in the employment policy on employment. The policy have to be compatible and favourable to the organisation in terms of not negatively affecting the performance of the organisation. On the external dimensions in the conceptual framework, there is the customer, suppliers, competition and business environment. The customer is the most important entity to the organisation. Organisations have to embrace customer relationship management (CRS) as a practise in order to ensure the sustainability of the relationship with its customers. The relationship with customer will directly affect the performance of the organisation. This framework will be used to ensure that the policy gaps will be identified and realised on how they influence the performance of the organisation.
CHAPTER THREE: METHODOLOGY

3.0 Introduction
This chapter comprised of research design, variables of analysis, site for study, target population, sample size and sampling procedures, data collection instruments, data collection methods, data analysis techniques, ethical considerations and operational definition of the variables.

3.1 Research Design
A research design is a procedure for collecting, analyzing, and reporting research in quantitative and qualitative research (Creswell, 2012). The researcher employed descriptive research design which is concerned with describing the characteristics of a particular individual, or of a group”. Descriptive research design is also concerned with specific predictions, narration of facts and characteristics concerning individual, group or situation (Kothari, 2004). The researcher chose this research design because its major purpose is description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher had no control over the variables; he can only report what had happened or what is happening.

3.2 Study Population
The study population for the study was the management of the 40 affiliated trade unions under the umbrella body of Central Organization of Trade Unions (COTU) see appendix III. The researcher focused on the management because they are the ones who could indicate whether there was policy gap in employment policy or not and as result the researcher considered picking the Human resource manager or Chief executive officer from each of the 40 affiliated trade unions.

3.3 Sample size and Sampling technique
The study conducted a census of all the trade union affiliated to Central Organization of Trade Unions (COTU-K) based in Nairobi.
3.4 Data collection

The study used questionnaires as a research instrument. They are a set of questions designed and distributed in the same exact form to respondents in order to gather data about an issue (McLean, 2006). Questionnaires which are semi-structure in nature comprising of both open and closed-ended questions was used to address the research objectives and they were distributed with the assistance of research assistants. The research instrument was in a better position to collect the pertinent information on matters of identification of policy gaps as tool of improving organisational performance compared to the other instruments because it was able to carry out the survey on the variables used in the study.

The questionnaires were self-administered questionnaire which refers to a questionnaire that has been designed specifically to be completed by a respondent without intervention of the researchers collecting the data (McLean, 2006). The respondents were requested to complete the questionnaire after the researcher has clarified about the research question and intended goals of the study.

The data was collected during weekdays at the convenience of the respondent. The researcher got a formal letter from the University and the Central Organization of Trade Unions Headquarters permitting the researcher and giving him authority and permission to administer questionnaires to the affiliated 40 trade union and interviewing them. The period of data collection was approximately 3 weeks, where the researcher ensured that a maximum response rate was achieved.

3.5 Pilot Study

Validity and reliability was tested using the Cronbach Alpha technique for reliability before the major data collection and the value we got for Crowbach Alpha was 0.8. According to De Vaus (2002), Cronbach’s alpha reliability value of 0.70 (70%) or higher qualified the reliability of the research instrument. The study piloted using 10 respondents at Kenya National Union of Teachers (KNUT) offices in Nairobi. The researcher chose this union as the preferred piloting organisation because it is not affiliated with COTU and is synonymous with championing of the rights of its employees. It was pivotal in checking the effectiveness of the research instrument used in the study. The purpose of piloting the study was to ensure that the research instruments used in the study was valid and reliable. The researcher also asked the expert opinion on the reliability and validity of the questionnaire as a research instrument.
3.6 Data Analysis

Data analysis is the conceptual interpretation of the dataset as a whole, using specific analytic strategies to convert the raw data into logical information (Kothari, 2004). The data was processed and prepared for analysis by editing, coding, classification, tabulation and cross-tabulation with the help of SPSS. The researcher also used descriptive statistics to analyse the data. The data was presented by the use of tables, percentages, graphs and pie-charts.

3.7 Data Management and Ethical Considerations

The research did not humiliate coerce or exploit in the process of the research. It also considered the gender issues and that the sample is representative. The study respected and honoured all guarantees of privacy, confidentiality and anonymity in carrying out the research. The data collected from the field was scrutinized and processed in order to ensure proper data management. There was a written form of guarantees of privacy, confidentiality and anonymity, where the respondents signed to confirm that he or she accepts to take part in the study.
4.1 Introduction
This chapter represents the study findings which was analyzed based on independent and dependent variable in line with the study objectives which were; to establish factors influencing identification of policy gaps at the trade unions, to determine the relationship between identification of policy gaps and the organisational performance at the trade unions and lastly to determine the challenges of identifying policy gaps in employment policy at the trade unions affiliated to COTU, Nairobi.

4.2 Questionnaire return rate
From the 40 questionnaires issued, 40 were successfully filled and returned. This translated to a response rate of 100% which was considered adequate to represent the study. According to Mugenda and Mugenda(2003), a response rate above 65% can be used in establishing the research objectives and answering research questions. Therefore, since this return rate was 100%, it was within the recommended practice of the theory for the study to continue.

4.3 Demographic characteristics of the respondents
The general characteristics from the 40 respondents included their personal information such as age, marital status and level of education. The information on these characteristics was important for this study because of their influence in improving organizational performance at the various trade unions affiliated to COTU.

4.3.1 Distribution of Respondents by Age
Age was one of the determinant variables in the study so as to inform the researcher on the age bracket of the respondents.

Table 4.1 Age distribution.

<table>
<thead>
<tr>
<th>DISTRIBUTION OF RESPONDENT OF AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE BRACKET</td>
</tr>
<tr>
<td>18-30 yrs</td>
</tr>
<tr>
<td>31-40 yrs</td>
</tr>
<tr>
<td>41-50 yrs</td>
</tr>
<tr>
<td>51-60 yrs</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Research Data (2015)
Out of the 40 respondents, 20 (50%) were aged between 18 – 30 years, whereas 14 (35%) were aged between 31 – 40 years. 5 (12.5%) of the respondents were those with 41-50 age group and those in the age group of 51-60 years represented 1 (2.5%) of the respondents. From the above results, the least number of the respondents were over 50years of age whereas those of 18-30 years age group represented the largest proportion of the respondents. This indicates that organizational performance at the various trade unions depends on age and it tends to be high on youthful professional enthusiasm.

4.3.2 Marital status of the respondents

Marital status was a very important characteristic which was investigated by the researcher because of the influence it had on identification of policy gaps in the employment policy as a tool for improving organizational performance at the affiliated trade unions. The respondents were asked to state whether they were single, married, separated or divorced. Results obtained were analyzed and presented in Fig 4.2.

![Fig.4.1 Distribution on Marital status](source: Research Data (2015))
From the analyzed results, 15, (37.5%) out of the 40 respondents who participated were single, 21(52.5%) were married, 2 (5%) were separated, 1(2.5%) were divorced and 1(2.5%) were widowed. The divorced and widowed represented the least proportion whereas the married represented the largest proportion out of the respondents, followed by singles. This meant that married couples have got an eye in improving organizational performance compared to their counterparts.

### 4.3.3 Distribution of respondents by level of education

The researcher was interested in establishing the relationship between level of education of the respondents and their participation on the influence it had on identification of policy gaps in the employment policy as a tool for improving organizational performance at the affiliated trade unions. The final results were presented the results in table 4.3

**Table 4.3: Distribution of respondents by level of education**

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Tertiary</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>Bachelors</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td>Bachelors</td>
<td>11</td>
<td>27.5</td>
</tr>
</tbody>
</table>

| Total              | 40        | 100.0   |

Source: Research Data (2015)

In regard to the level of education, out of the total respondents who took part in the study, 6 (15%) had secondary school as their highest level of education, 12 (30%) had tertiary school as their highest level of education, 11 (27.5%) had university as their highest level of education and 11 (27.5) had doctorate as their highest level of education. From the above results the secondary level had the least proportion whereas the tertiary level had the largest proportion out of the respondents. This showed that most people in trade unions had an average level of education (ILO, 2012)
4.3.4 Determinants of identification of policy gaps

The researcher was interested with the various factors influencing the implementation of employment policy in the affiliated trade unions. The outcome is presented in Fig 4.4.

Fig. 4.4: Distribution of determinants of identifying policy gaps

![Pie chart showing distribution of determinants]

Source: Research Data (2015)

Factors influencing identification of policy gaps in the employment policy in the affiliated trade unions, out of the total respondents who took part in the study, 10 (25%) said that lack of resources was a hindrance in identification of policy gaps, while 12 (30%) which was the highest number said that lack of knowledge was the greatest hindrance to identification of policy gaps in the employment policy, Management support was 9 (22.5%), while 7 (17.5%) said it was because staff training and the rest 2 (5.0%) said it is because of business environment. This showed that most policy gaps are not identified because people lack knowledge (COTU, 2012)
Table 4.5: Distribution of Respondents by Availability of Resource

Availability of resources as a factor influencing identification of policy gaps in the employment policy in the affiliated trade unions was also considered, out of the total respondents, 2 (5%) strongly disagreed that lack of resources was a hindrance in implementation, while 9 (22.5%) were neutral, while 12 (30%) agreed that you need resources for implementation and the biggest of trade unions strongly agreed at 17 (42.5%) that you needed resources for influencing the identification of policy gaps in the employment policy. This showed that most policy needs available resources for it to be successful.
In regard to knowledge management as a factor influencing identification of policy gaps in the employment policy in the affiliated trade unions, out of the total respondents, 2 (5%) disagreed that lack of knowledge management was a hindrance influencing identification of policy gaps in the employment policy, while 9 (22.5%) were neutral, while 13 (32.5%) agreed that you needed knowledge management and a big number of trade unions strongly agreed at 16 (40%) that you needed knowledge management to influence the identification of policy gaps in the employment policy. This showed that most trade unions needed knowledge management for identification of policy gaps in the employment policy in the various trade unions (Chune, 2007).
Table 4.7: Distribution of Respondents by Management support as factors influencing identification of policy gaps in the employment policy in your trade union

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>32.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

With regard to management support as a factor influencing identification of policy gaps in the employment policy in the affiliated trade unions, out of the total respondents, 1 (5%) strongly disagreed, 1 (5%) disagreed, 10 (25%) took a neutral stand, 13 (32.5%) of the respondents agreed and the biggest number of the trade unions at 15 (37.5%) strongly agreed that management support was core to influencing the identification of policy gaps in the employment policy. This showed that most trade unions needed management support for identification of policy gaps in the employment policy in the various trade unions and that is why the least number of respondents disagreed (Chune, 2007).
Considering training staff as a factor influencing identification of policy gaps in the employment policy in the affiliated trade unions, out of the total respondents, 3 (7.5%) strongly disagreed, 6 (15%) disagreed, 4 (10%) took a neutral stand, 11 (27.5%) of the respondents agreed and the biggest number of the trade unions respondent at 16 (40%) strongly agreed that training staff was core to influencing the identification of policy gaps in the employment policy. This showed that most trade unions needed to invest in training of their employees for them to fully identify policy gaps in the employment policy in the various trade unions (ILO, 2009)
4.4.3 Employment Policy and Organizational Performance

The research further sought to established respondents’ views on the relationship between employment policy and organizational performance. Fig 4.9 shows the analyzed ratings. Does the identification of policy gaps of employment policy affect organizational performance in your trade unions.

As to whether identification of policy gaps of employment policy affects organizational performance, out of the 40 respondents, 38(95%) agreed that organizational performance to be achieved, identification of policy gaps of employment policy should be carried out. At the same time, a small percentage of 2(5%) did not agree that organizational performance to be achieved, identification of policy gaps of employment policy should be carried out. From the results above, it cannot be exclusively concluded that employment policy and organizational performance go hand in hand (Research Data, 2015)
In regard to performance as a result of identification of employment policy gaps the response was very good among the 3 affiliated trade unions at 3 (7.5%) and which was the least in number, while the response was good at the highest number, 22 (55%) ,while those who responded fair was 15 (37.5%) which was an average number. The results therefore indicate that for organizational performance to be achieved identification of policy gaps in employment policy should be addressed.
4.3.4 Challenges of identifying Policy gaps in the employment policy

The researcher also investigated the challenges of identifying policy gaps in the employment policy. The importance of this study was to inform the researcher on the importance of employment policy. Fig 4.11 shows the challenges of identification of policy gaps in the employment policy in your trade union.

**Fig 4.11: Distribution of response on the challenges of identifying policy gaps in the employment policy**

When asked as to whether there were challenges in identifying policy gaps in the employment policy, of the 40 respondents, 31 (77.5%) majority of the respondents said yes whereas 9(22.5%) of the total respondents did not agree. according to the above results be stated that there is a challenge in identification of policy gaps in the employment policy.
Table 4.12: Distribution of response on the challenges of Rogue Labor movement in trade unions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>No</td>
<td>38</td>
<td>95</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Rogue labor movement also was a challenge in identifying policy gaps in employment policy, out of the 40 respondents, 38 (95%) did not agree that rogue labor movement was a main challenge of identifying gaps in the employment policy, 2 (5%) agreed that it was a challenge in trade unions. At the same time, it can be exclusively concluded that rogue labor movement is not a determinant factor influencing identification of policy gaps in the employment policy in trade unions which is in line with what (Chune, 2007) said in his study.

Table 4.13: Distribution of response on the challenges of lack of organizational goodwill in trade unions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>No</td>
<td>36</td>
<td>90</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Whether lack of organizational goodwill in trade unions was the main challenge of employment policy, out of the 40 respondents, 36 (90%) did not agree that industrial strike was a main challenge of identifying gaps in the employment policy, 4 (10%) agreed that it was a challenge in trade unions, it can be exclusively concluded that organizational goodwill is not a main challenge or it is a determinant factor influencing identification of policy gaps in the employment policy in trade unions.
Table 4.14: Distribution of response on the challenges of poor management in trade unions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21</td>
<td>52.5</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>47.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

As to whether poor management was the main challenge of employment policy, out of the 40 respondents who participated in the study, 21 (52.5%) agreed that it was a challenge in trade unions. At the same time, 19 (47.5%) did not agree that industrial strike was a main challenge of identifying gaps in the employment policy, even though on these the difference was very small, the respondent still agreed that poor management is a factor influencing identification of policy gaps in the employment policy in trade unions.

Table 4.15: Distribution of response on the challenges of lack of resources in trade unions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
<td>92.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

As to whether lack of resources is the main challenge of employment policy, out of the 40 respondents who participated in the study, 3 (7.5%) agreed that it was a challenge in trade unions. At the same time, 37 (92.5%) did not agree that lack of resources was a main challenge of identifying gaps in the employment policy, it cannot be exclusively concluded that lack of resources is a determinant factor influencing identification of policy gaps in the employment policy in trade unions, Research Data (2015)
4.3.6 Causes of industrial strikes
The researcher was interested with various challenges which may lead to industrial strikes affecting the affiliated trade-unions from identifying policy gaps in the employment policy and achieving its goal. The outcomes was presented as represented below

Fig 4.16: Distribution of response on poor management

The result indicated that, 23(57.5%) agreed that poor management was a major cause of industrial strike to a large extent whereas 17(42.5) of the respondent disagreed to a moderate extent It can therefore be concluded based on the above results that poor management was a cause of strike, to a large extent.
Table 4.17: Distribution of response on lack of resources

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
<td>92.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2015)

Whether lack of resources in organization is the main challenge of industrial strikes, out of the 40 respondents, 3 (7.5%) agreed that it was a cause of industrial strikes in trade unions. At the same time, 37 (92.5%) did not agree that lack of resources was a main cause of industrial strike, it cannot be exclusively concluded that lack of resources is a determinant factor of strikes thus influencing identification of policy gaps in the employment policy in trade unions (Research data, 2015)

Table 4.18: Distribution of response on poor working conditions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>57.5</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>42.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

When asked as to whether poor working conditions was a major contributor of strikes, of the 40 respondents, 23 (57.5%) agreed whereas 17 (42.5%) disagreed with that opinion. From these results we can say that poor working condition is a major issue that may result to strike.
4.3.7 Government legislation and the employment policy

The researcher also wanted to establish the extent the government legislation would influence the employment policy in the trade union. Respondents were therefore asked to indicate whether the extent was limited, moderate, large, or very large. Table 4.18 contain the analyzed results.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low extent</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Some extent</td>
<td>18</td>
<td>45</td>
</tr>
<tr>
<td>Great extent</td>
<td>11</td>
<td>27.5</td>
</tr>
</tbody>
</table>

| Total        | 40        | 100.0   |

Results obtained indicate that out of the 40 respondents, 1(2.5%) indicated that government legislation had low extent on employment policy, where 10(25%) indicated that government legislation were neutral, 18(45%) to some extent and 11(27.5%) to a great extent. From the above results the least proportion of 2.5% thought government legislation influences employment policy to a great extent whereas the majority (45 %) indicated government legislation influences employment policy in trade unions to some extent.

4.3.8 To what extent has government legislation influenced the employment policy?

The researcher was interested with how lack of resources, ignorance management, lack of organizational goodwill and untrained staff affected the affiliated trade unions from not identifying the policy gaps in the employment policy and achieving its goal. The outcome was presented in figures and tables below.
As to whether government legislation influenced employment policy, out of the 40 respondents, 2 (3%) low extent, 10 (25%) Neutral, 16 (45%) some extent, 12 (27%) great extent, it was exclusively concluded that government legislation influenced employment policy a big deal and it was a determinant factor influencing identification of policy gaps in the employment policy in trade unions as stated by (Chune, 2007).
As to whether lack of resources had led government legislation to influence employment policy, out of the 40 respondents who participated in the study, 1 (2.5%) strongly disagreed, 8 (20%) neutral, 10 (25%) agree, 21 (52.5%) strongly agree, it was exclusively concluded that lack of resources had led government legislation to influence employment policy and it was a determinant factor influencing identification of policy gaps in the employment policy in trade unions (COTU, 2012)
Table 4.22: Distribution of response on lack of organizational goodwill

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>15.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>15.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>30.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Lack of organizational goodwill had led government legislation to influence employment policy, out of the 40 respondents, 6 (15%) strongly disagree, 6(15%) disagree, 5(12.5%) Neutral, 11(27.5%) Agree, 12 (30%) strongly agree, it was concluded that lack of organizational goodwill had led government legislation to influence employment policy and it was a determinant factor influencing identification of policy gaps in the employment policy in trade unions.

Table 4.23: Distribution of response on untrained staff

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>20.0</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>22.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>16</td>
<td>40.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Untrained staff had led government legislation to influence employment policy, out of the 40 respondents, 3 (7.5%) strongly disagree, 4(10%) Disagree, 8(20%) Neutral, 9 (22.5%) Agree, 16 (40%) Strongly agree. It was concluded that untrained staff has led government legislation to influence employment policy and it was a determinant factor influencing identification of policy gaps in the employment policy in trade unions (Researcher, 2015).
4.4 Discussions

On demographic characteristics, the study investigated the age and found out that out of the 40 respondents, 20 (50%) were aged 18 – 30 years, whereas 14 (35.0%) were aged 31 – 40 years. 5 (12.5%) of the respondents were those with 41-50 age group and those in the age group of 51-60 years represented 1 (2.5%). This findings were in line with an empirical study done in Finland by the Central Organization of Finnish Trade Unions in (2000) that had 21 affiliated trade unions with a total membership of one million, trade unions played a major role in effective employment policy implementation further, they negotiated a periodic incomes policy with employers. The union membership consisted of 54% men and 46% women, with 25% of all members being under the age of 30 (Raymo, Warren, Sweeney and Hauser, 2010). Further, in Germany a study done by Heiner Dribbusch and Peter Birke on Trade Unions in Germany in May 2012, the biggest individual trade unions were metal workers union and the United Service Union which represent 70 percent of the members and the majority who are education and science workers union were aged between 25 and 45 years.

In terms of marital status, results obtained indicated that out of the total respondents 15 (37.5%) were single, 21 (52.5%) were married, 2 (5.0%) were separated, 1 (2.5%) were divorced and 1 (2.5%) were widowed. This findings were in line with Allam and Harish (2012) in a study about the influence of socio-demographic factors on job burnout and satisfaction among Eritrean medical workers found that married employees as well as the younger group of employees showed significantly higher levels of job satisfaction and had no problem in participating in the leadership of trade unions than the unmarried and older group respectively. This, by deduction meant that both the married and the younger employees experienced less stress (Hey & Leathwood, 2009). Therefore, workers' levels of stress were affected by age and marital status (Allam and Harish, 2012).

Regarding the level of education, results obtained indicated that out of the total respondents of 40, 6 (15%) had secondary school as their highest level of education, 12 (30%) had tertiary as their highest level of education, 11 (27.5%) had university as their highest level of education, and 11 (27.5%) had postgraduate as their highest level of education.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section presents the study’s summary of findings, discussions, conclusions and recommendations based on the themes and sub thematic areas in line with study objectives. The summary of the analysis of each research indicator is featured and from the study analysis, associated recommendations and suggestions for further research were made.

5.2 Summary of findings
The study sought to investigate factors influencing identification of policy gaps in the employment policy as a tool for improving organizational performance at the trade unions affiliated to COTU in Nairobi City. The study engaged the management of the 40 affiliated trade unions under the umbrella body of Central Organization of Trade Unions, which comprised picking the Human resource manager or Chief executive officer. The socio-economic factors included; demographic characteristics, the level of education, and the marital status. The study sought to assess the identification of policy gaps as a tool for improving organisational performance in the affiliated trade unions to Central Organization of Trade Union, Nairobi. Identification of policy gaps can have a significant impact on a performance of an organisation. The performance of an organisation is important to enable it stay afloat in the wake of stiff competition both nationally and internationally. Organisations stand or fall on the premise of how their effective and relevant employment policies are implemented. Proper implementation of good employment policies can determine the performance of an organisation. The study was important because it is instrumental in the attainment and actualization of the Millennium Development Goals and Vision 2030 (Government of Kenya, 2007). In Kenya, employment is pinnacle in ensuring the economic empowerment of the local people.

This research was significant because it would help scholars undertaking studies in the areas of organisational performance and identification of policy gaps in the employment policy. Both the theoretical and empirical findings can be of great help to the academicians and professionals in the study of organisational performance and the employment policy. Study results can assist the government in the areas of planning for employment policy. The research finding was instrumental to the policy makers and stakeholders in drafting
employment policies that would benefit COTU as an umbrella body of trade unions and Kenya as a country (Central Organization of Trade Unions, 2012).

5.4 Conclusion

The study focused on factors the demographic characteristics influencing identification of policy gaps in the employment policy as a tool for improving organizational performance. Findings revealed that the youth with the age bracket of 18-30 were the majority whereas people who were over 50 and above years had less proportion.

In this study, it can be concluded that the various factors influencing identification of policy gaps at the trade unions should be addressed as a tool for improving organizational performance. Education participation in trade unions to a moderate extent and that is why most of them have attained tertiary level as their highest level of education and a small proportion had secondary level as their highest level of education. This means that most of the trade unionists are literate.

An organization might not have enough resources to implement some policies. As long as the right steps are followed, there should be zero challenges. Challenges are always there in any project implementation and administration. Such as resource requirements, it’s mandatory to find challenges, while trying to bridge the policy gaps between employment and trade unions.

Management sometimes does not want implementation of some policies. The study shows a positive relationship between promotions and organizational culture with job satisfaction. While controlling other factors aside like age, education, skills, experience, and that of sex. The paper shows that by promotions an employee’s satisfaction increases, as they feel confident about their job performance and a sense of justice. Correspondingly, the organizational culture also plays an important role in employee’s satisfaction. As if better working conditions, well-organized policies and encouragement are there, they enhance the employee’s satisfaction. The findings in this paper are relating to the previous literature which shows the positive relationship between job satisfaction and that of promotions and organizational culture as supported by previous studies.
5.5. **Recommendations of the study**

Identification of policy gaps in the employment policy as a tool for improving organizational performance is important because through this we would be able to articulate issues in policy formulation and it is for this reason the researcher had to make recommendations.

5.5.1 **Recommendation for policy makers**

Policy makers should consider the following suggestion for future use, holding informative seminars to educate the public on the importance of policies and policy gaps and organizational performance and staff evaluation should be considered.

Various policies should be implemented, so that gaps are identified and Interventions put in place need to be properly monitored, seriousness in employees should be enhanced, lack of training of staff (continuous training should be in place), Lack of motivation of staff/Incentive/promotion, lack of recognition when one does a good job/work. There should be constant facilitation of staff training and lack of management goodwill to create awareness between the employer and the employee.

Tripartite mutual engagement very critical, When one identifies employment policy in a well organized work, then this will result to a well and managed performance in the union.

5.6 **Suggestions for further research**

1. The focus of this study was to investigate socio-economic factors influencing identification of policy gaps in the employment policy as a tool for improving organizational performance in trade unions.
2. The research was based on four variables; demographic characteristics, level of education, gender and marital status. The researcher would suggest that other variables be identified and researched on to establish their influence on Identification of policy gaps in the employment policy as a tool for improving organizational performance.
3. Human resource is one of the most important assets of an organization. If an organization wants to increase its effectiveness and efficiency then there is need of efficient and energetic mind with new ideas. Employees perform in a relaxed and good working environment providing good performance that result in their satisfaction.
1. REFERENCES


employment preferences and outcomes: The role of midlife work experiences. Research on Aging, 32, 419-466.


Appendices

Appendix I: Introductory letter
ODINGA KENNETH
P.O BOX 951-00517
NAIROBI
0713512889

Dear Sir/Madam,

I am a Masters’ student in the Department of Public Policy and Administration, Kenyatta University, Nairobi, carrying out a research on ‘Identification of Policy Gaps in the Employment Policy as a Tool for Improving Organizational Performance: A Survey of Unions Affiliated to Central Organization of Trade Unions, Nairobi.’ As a requirement of this course am supposed to conduct a research and compile a report. I wish to kindly request you to participate in the study by providing information requested below. I appreciate your voluntary participation and your responses will remain confidential and will be used only for the purposes of this study.

Yours faithfully

ODINGA KENNETH ONDIJO

Odingaken86@gmail.com
Appendix II: Questionnaire for members of affiliated trade unions of COTU

Name of Affiliate Trade Union ____________________________________________

I. Socio-demographic information (Tick where appropriate).

1. What is your sex?  Male ( )  Female ( )

2. What is your age bracket?
   18 – 30 years ( ) 31 – 40 years ( ) 41 – 50 years ( ) 51 – 60 years ( ) Over 60 years ( )

3. What is your marital status?
   Single ( ) Married ( ) Separated ( ) Divorced ( ) Widowed ( ) Other_________________

4. What is your level of education?
   Primary ( ) Secondary ( ) Tertiary ( ) Bachelors ( ) Post-graduate ( )

II. Factors influencing identification of Policy gaps in the Employment Policy as a tool for improving organizational performance at the trade unions affiliated to COTU, Nairobi.

5. a) According to you, which is the main factor influencing identification of policy gaps in the employment policy in your trade union? (Tick only one)

   Resources ( )

   Knowledge ( )

   Management support ( )

   Staff training ( )

   Business environment ( )

   Other_________________

b) From the factor that you have picked 5 (a), explain how this factor affects identification of policy gaps in the employment policy at your trade union.
6. The following are factors influencing identification of policy gaps in employment policy. Use the 5-level point likert scale given to indicate how you view these factors’ influence on employment policy at the trade union in the table below (5 = strongly agree, 4 = agree, 3 = neutral, 2= disagree and 1 = strongly disagree).

<table>
<thead>
<tr>
<th>Item</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

III. Relationship between employment policy and organisational performance

7. a) According to you, does the identification of policy gaps of employment policy affect organisational performance in your trade union?

Yes ( ) No ( )

b) Explain your answer.

8. How is the performance of your trade union as an organisation as a result of the implementation of employment policy gaps?

<table>
<thead>
<tr>
<th>Rate</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IV. Challenges of identification of policy gaps in the employment policy

9. a) According to you, are there challenges of identifying policy gaps in the employment policy in your trade union?

Yes ( ) No ( )

Explain your answer.
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

10. According to you, which are the main challenges of employment policy in your trade union?

Industrial strike ( )
Rogue labour movements ( )
Lack of organisational good will ( )
Poor management ( )
Lack of resources ( )
Other_________________

11. What are the causes of industrial strikes?

Poor management ( )
Lack of resources ( )
Poor working condition ( )
None of the above ( )
12. In what ways has industrial strikes influenced the employment policy?

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

13. To what extent have government legislation influenced the employment policy?

Below (5 = Great extent, 4 = some extent, 3 = neutral, 2= low extent and 1 = No extent).

<table>
<thead>
<tr>
<th>Extent</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. The following are challenges of employment policy. Use the 5-level point likert scale given to indicate how you view these challenges affect employment policy at the trade union in the table below (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree and 1 = strongly disagree).

<table>
<thead>
<tr>
<th>Item</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ignorance of management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of organisational goodwill</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Untrained staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other opinion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
15. Other opinion concerning identification of policy gaps in the employment policy in organisational performance.
Appendix III: Sampling Table, COTU (K) 2010 (List of Trade Unions Affiliated to COTU (K) in Nairobi)

<table>
<thead>
<tr>
<th>S/No</th>
<th>NAME OF TRADE UNION</th>
<th>Membership/Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Amalgamated Union of Kenya Metal Workers</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Kenya Petroleum Oil Workers Union</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Bakery, Confectionery Manufacturing and Allied Workers Union</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>Kenya Building, Construction, Timber, Furniture and Allied Trade Employees Union</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>Kenya Chemical and Allied Workers Union</td>
<td>9</td>
</tr>
<tr>
<td>6</td>
<td>Kenya Engineering Workers Union</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Kenya Game Hunting and Safari Workers Union</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Kenya Union of Domestic, Hotels, Educational Institution, Hospitals and Allied Workers</td>
<td>9</td>
</tr>
<tr>
<td>9</td>
<td>Kenya County Government Workers Union</td>
<td>12</td>
</tr>
<tr>
<td>10</td>
<td>Kenya Quarry and Mines Workers Union</td>
<td>14</td>
</tr>
<tr>
<td>11</td>
<td>Kenya Electrical Trades Allied Workers Union</td>
<td>10</td>
</tr>
<tr>
<td>12</td>
<td>Kenya Shoe and Leather Workers Union</td>
<td>6</td>
</tr>
<tr>
<td>13</td>
<td>Kenya Jockey, Betting Workers Union</td>
<td>7</td>
</tr>
<tr>
<td>14</td>
<td>Union of National, Research Institutes Staff of Kenya</td>
<td>8</td>
</tr>
<tr>
<td>15</td>
<td>National Union of Water &amp; Sewerage Employees</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Union Name</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>17</td>
<td>Banking Insurance and Finance Union</td>
<td>12</td>
</tr>
<tr>
<td>18</td>
<td>Communication Workers Union</td>
<td>13</td>
</tr>
<tr>
<td>19</td>
<td>Railway Workers Union</td>
<td>15</td>
</tr>
<tr>
<td>20</td>
<td>Tailors and Textile Workers Union</td>
<td>13</td>
</tr>
<tr>
<td>21</td>
<td>Transport and Allied Workers Union</td>
<td>11</td>
</tr>
<tr>
<td>22</td>
<td>Kenya Union of Entertainment and Music Industry Employees</td>
<td>5</td>
</tr>
<tr>
<td>23</td>
<td>Kenya National Private Security Workers Union</td>
<td>8</td>
</tr>
<tr>
<td>24</td>
<td>Kenya Hotels and Allied Workers Union</td>
<td>9</td>
</tr>
<tr>
<td>25</td>
<td>Kenya Union of Commercial, Food and Allied Workers</td>
<td>7</td>
</tr>
<tr>
<td>26</td>
<td>Kenya Aviation Workers Union</td>
<td>5</td>
</tr>
<tr>
<td>27</td>
<td>Kenya Union of Journalists</td>
<td>6</td>
</tr>
<tr>
<td>28</td>
<td>Kenya Long Distance Truck Drivers and Allied Workers Union</td>
<td>7</td>
</tr>
<tr>
<td>29</td>
<td>Kenya Aviation Allied Workers Union</td>
<td>8</td>
</tr>
<tr>
<td>30</td>
<td>Kenya Union of Post Primary Education Teachers</td>
<td>9</td>
</tr>
<tr>
<td>31</td>
<td>Kenya National Union of Nurses</td>
<td>10</td>
</tr>
<tr>
<td>32</td>
<td>Kenya Shipping, Clearing and Warehouses Workers Union</td>
<td>5</td>
</tr>
<tr>
<td>33</td>
<td>Kenya Union of Sugar Plantation Workers</td>
<td>6</td>
</tr>
<tr>
<td>34</td>
<td>Kenya Plantation and Agricultural Workers Union</td>
<td>14</td>
</tr>
<tr>
<td>35</td>
<td>Dock Workers Union</td>
<td>7</td>
</tr>
<tr>
<td>36</td>
<td>Seafarers Workers Union</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Union Name</td>
<td>Membership</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>37</td>
<td>Kenya Union of special Needs</td>
<td>6</td>
</tr>
<tr>
<td>38</td>
<td>Kenya Glass Workers Union</td>
<td>8</td>
</tr>
<tr>
<td>39</td>
<td>Kenya Union of Hair &amp; Beauty Salon Workers (KUHABSWO)</td>
<td>9</td>
</tr>
<tr>
<td>40</td>
<td>Kenya Union of Pre-primary Education Teachers</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>350</strong></td>
</tr>
</tbody>
</table>
Appendix V: NAIROBI CITY COUNTY MAP