INFLUENCE OF SELECTED TRADE UNIONS ACTIVITIES ON PERFORMANCE OF PUBLIC UNIVERSITIES IN KENYA

NAOMI NKIROTE
D53/NYI/PT/39234/2016

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR AWARD OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF KENYATTA UNIVERSITY

DECEMBER, 2018
DECLARATION

This research project, submitted to the department of business administration, Kenyatta University is my original work. No part of this work should be reproduced without permission of the author and or Kenyatta University.

………………………………..………………………………
SIGNED DATE

NAOMI NKIROTE

D53/NYI/PT/39234/2016

I confirm that the work presented in this research project was carried out by the candidate under my supervision

………………………………..………………………………
SIGNED DATE

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Human Resource Department,
School of Business,
Kenyatta University
DEDICATION

I dedicate this research project to my family. What I am today, and the small steps that I have taken in my life, it is all because of them. They have had a profound influence towards my intellectual, professional and personal development. They inspired me to strive for excellence. Whereas I struggled to maintain balance at every step of my life, their unconditional love and support made me handle life’s challenges with a greater resilience. Thank you for being there for me.
ACKNOWLEDGEMENT

This research project could not have been possible without the valuable input of a number of following whom I wish to acknowledge: First and foremost, I say thank you to God for His grace and guidance during the period of the study. I wish to also express my gratitude to my supervisor Dr. David Kiiru who tirelessly through his effort, constructive criticism, feedback, experience, expertise and initiative guided me through the research project writing. My sincere gratitude’s to all academic and non-academic staff from Kenyatta University who contributed to successful completion of my studies.
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OPERATIONAL DEFINITION OF TERMS

**Organizational Performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); shareholder return (total shareholder return, economic value added, etc.).

**Trade Union**

A trade union refers to an organization or group of workers who are united in order to articulate and attain some interests including protection of the trade’s integrity, achievement of better remuneration packages, good working conditions and safety among others.

**Trade Unionism**

This is the aspect employees being members of a union and benefits from the activities involved in the trade union.

**Trade Unions Activities**

These are activities associated with workers in a workplace in which the activities have been accepted, documented and recognized by an organization/s, trade union and the government.

**Code of Discipline**

These are a set of rules to maintain harmonious relations and promote industrial peace; a Code of Discipline applies to each public and personal sector enterprises.

**Employee Welfare**

Means the efforts done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is meant for making life worth living for workmen.
<table>
<thead>
<tr>
<th><strong>Collective Bargaining Agreement</strong></th>
<th>An agreement in writing or writings between an employer and a trade union setting forth the terms and conditions of employment or containing provisions in regard to rates of pay, hours of work or other working conditions of employees.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collective Bargaining</strong></td>
<td>Negotiation of wages and other conditions of employment by an organized body of employees.</td>
</tr>
<tr>
<td><strong>Code of Regulations</strong></td>
<td>This is the codification of the general and permanent rules and regulations (sometimes called administrative law). Principle or rule (with or without the coercive power of law) employed in controlling, directing, or managing an activity, organization, or system. The rule is based on and meant to carry out a specific piece of legislation (such as for the protection of an employee welfare).</td>
</tr>
<tr>
<td><strong>Labour laws</strong></td>
<td>This is a law relating to the rights and responsibilities of workers</td>
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## LIST OF ABBREVIATION AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSC</td>
<td>Balanced Scorecard</td>
</tr>
<tr>
<td>CBA(s)</td>
<td>Collective Bargaining Agreement(s)</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>HPWP</td>
<td>High Performance Work Practices</td>
</tr>
<tr>
<td>KPIs</td>
<td>Key Performance Indicators</td>
</tr>
<tr>
<td>KUDHEIHA</td>
<td>Kenya Union of Domestic Hotels, Educational Institutions, Hospitals and Allied workers.</td>
</tr>
<tr>
<td>KUSU</td>
<td>Kenya University Staff Union</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Act</td>
</tr>
<tr>
<td>TU(s)</td>
<td>Trade Union(s)</td>
</tr>
<tr>
<td>TUAs</td>
<td>Trade Unions Activities</td>
</tr>
<tr>
<td>UASU</td>
<td>University Academic Staff Union</td>
</tr>
</tbody>
</table>
ABSTRACT

Selected trade unions activities area is key in study and considerations are made for any unionized organization in Kenya especially the public sector. University education is centered on quality based on the participation of all the involved members and aiming at long term success through expansion. This eventually benefits all members of the unions and the organization at large. Public universities in Kenya have been growing significantly over the last few years due to increased education sensitization, technological growth, and the devolved system of government. Research on trade unions activities shows that organizational performance can be attained through solving Union matters fast and harmoniously. A better understanding is required to investigate the current status of the selected trade unions activities. This study seeks to assess selected trade unions activities on performance of public universities in Kenya. The main objective of this study was to investigate on the influence of selected trade unions activities on performance of public universities in Kenya. The specific ones are to establish the role of collective bargaining, to assess the influence of employee welfare, to find out how the code of discipline and to establish the role of code of regulations on organizational performance in public universities in Kenya. The literature review identified what other researchers have done in the area of TUAs on performance of public universities globally and locally. The study determined the relationship between the dependent and independent variables. The public universities under study were ten (10) in Kenya and emphasis was placed on the unions’ officials in the universities. The officials comprised of the Chairmen and other unions representatives in the universities, with a total of 80 respondents. The study adopted a census procedure owing to the small number of respondents involved. Questionnaires were used as mode of data collection instruments. Data analysis entailed descriptive and inferential statistics. The results of the study indicated the collective bargaining had inverse and statistically significance effect on performance of public universities. Employee welfare and code of regulation had direct and statistically significance effect on performance of public universities. Code of discipline had inverse and statistically insignificance effect on performance of public universities. The study recommends that there should be a timeframe after specific collective bargaining agreement has been made from which the other process can be initiated to avoid frequency of such negotiation since they adversely affect performance. Public universities should put more emphasis on prioritizing activities focusing on employees welfare since they leads to improved performance. In addition, Universities’ Councils should work in harmony with the trade unions and strive to foster good relations. Future researchers may also adopt a case study research design for other public institutions such as health sector which would further add value in understanding the effect of trade union activities on performance in health sector.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study
Organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals (Li, 2006). Organizations can choose the low or high road to competitive advantage. According to Armstrong (2008) the criteria for assessing performance should be balanced between; Achievements in relation to objectives, the level of knowledge and skills possessed and applied (competencies), behavior in the job as it affects performance (competencies), the degree to which behavior upholds the core values of the organization and day to day effectiveness. Lusch and Lacziak (2009) asserts that performance of an organization can be measured in terms of system creativity and innovation, customer satisfaction and efficiency and effectiveness of internal business processes.

According to Noël et al (2006), the comparative approach to performance measurement required the rater to compare an individual’s performance with that of others. This approach usually used some overall assessment of an individual’s performance or worth and sort to develop some ranking of the individuals within a work group. Several theorists have argued that there is a lower level of sustained and diffused adoption of High Performance Work Practices (HPWP) than would be anticipated by research evidence indicating a positive relationship between HPWP and competitiveness of an organization.

Robert L. Mathis and John H. Jackson (2000) said that performance was essentially what an employee does or does not do. Employee performance common to most jobs included the following elements: - Quality of Output, Timeliness of output, Presence at work and Cooperativeness. Other dimensions of performance beyond these general ones applied to regulatory framework, organizational structure, management style, union management relations, performance of trade unions and their influence E. Amwayi (2015).

Trade union activities are associated with workers in a workplace in which the activities have been accepted and recognized as a necessary action in an
organization/s (Bhreshtha, 2012). Research has shown that unionized organizations are more productive than nonunionized firms are (Devinatz, 2011; Amah & Ahiauzu, 2013). Trade union activities may include negotiation of wages, CBA’s, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the entire membership and the employer and, in some cases, on other non-member workers (Thomas and Daryl, 2012).

In Kenya, trade union activities in public universities are meant to realize its goals, it is important to work in harmony with the unions and strive to foster good relations with the Universities’ Councils, who are the employers of its members. The Government of Kenya is the main financier of public universities. A substantial percentage of the financing represents staff remuneration. The Employee union will always be up in arms against any aspect of under-financing as this would compromise the quality of service/trade union activity and, consequently, lowered employee morale and associated unrests. Worldwide, teachers’ (and lecturers’) trade unions have continued to demand that the professional voices of their members be heard, and that their experiences and expertise be valued and appropriately rewarded (Worlds of Education, 2017).

1.1.2 Organizational Performance

Organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals (Li, 2006). Corporate performance is not often described in detail by academics. Performance measurement is very important for the effective management in organizations. According to Deming without measuring something, it is impossible to improve it. The traditional approach to performance measurement using solely financial performance measure was found to be flawed. A number of prior studies have measured organizational performance using both financial and market criteria, including return on investment (ROI), market share, profit margin on sales, the growth of ROI, the growth of sales, and the growth of market share as it will be adopted to measure organizational performance in this study.
Performance can be described as the accomplishment of a given task measured against preset standards of accuracy, completeness, cost effectiveness and efficiency. In other words, it refers to the degree to which an achievement is being or has been accomplished. Performance measurement systems play a key role as a source of information about financial outcomes and the internal operations shown in the financial statements (Yeniyurt, 2003). This type of information is useful for decision making process in aspects of planning, directing and controlling. The selection of performance measures depends on organization’s objectives, a clear calculation method to compare, and these should be selected through people who are involved in the organization (Neely, 1999).

The recommended measures for financial analysis that determine a firm’s financial performance are grouped into five broad categories: liquidity, solvency, profitability, repayment capacity and financial efficiency. The common financial indicators of financial performance include: sales growth, return on investment (ROI), return on equity (ROE), and earnings per share. The popular ratios that measure organizational performance can be summarized as profitability and growth: return on asset (ROA), return on investment (ROI), return on equity (ROE), return on sale (ROS), revenue growth, market shares, stock price, sales growth, liquidity and operational efficiency (Oye, 2006).

Non-financial measures are: market share and growth in market share, on-time delivery, customer satisfaction, brand recognition, position in favorable markets, internal business processes, high product quality, manufacturing innovation, high manufacturing productivity, cycle time, yield and reduction in waste, learning and innovation competence and integrity of managers and morale of employees (Choi & Eboch, 2008). As compared to financial measures, nonfinancial measures are seen by the manufacturing managers as providing the greatest encouragement for risk taking and innovation and also are more effective at curtailing short-termism and gamesmanship (Bricknell, 2006). These differences are in line with popular belief. Compared to both financial and nonfinancial measures, subjective measures are seen as being the most effective at curtailing short-termism and gamesmanship (Anderson & Sohal, 2009).
Choosing performance measures is a challenge. Performance measurement systems play a key role in developing strategy, evaluating the achievement of organizational objectives and compensating managers (Kathaara, 2014). Yet many managers feel traditional financially oriented systems no longer work adequately. A recent survey of U.S. financial services companies found most were not satisfied with their measurement systems (Adam, Corbett, Flores and Harrison, 2007). They believed there was too much emphasis on financial measures such as earnings and accounting returns and little emphasis on drivers of value such as customer and employee satisfaction, innovation and quality.

Institutional and Organizational Assessment Model (IOA) demonstrates that organizational performance in a multidimensional idea that is thought to constitute effectiveness, relevance, efficiency, and financial viability of the organization (Lamba & Choudhary, 2013). Further, the model posits that organizations should assess effectiveness of the strategies in the changing business environment. Organizational effectiveness is seen to be the extent to which a firm achieves its immediate objectives in relation to the vision and mission while organizational efficiency is the optimal transformation activities of inputs into outputs, that is accuracy, timeliness and value of service and program delivery. It focuses on rational use of resources at tactical level meeting timeliness and emphasizes least costs and maximum result (Kavoo & Kiruri, 2013)

Organizational performance can be viewed as the ability of a firm to generate enough resources to run its business and programs in the long and short term period (Afiza et al. 2015). The researcher therefore intends to explore on the trade unions activities and performance in public universities in Kenya. Performance of public universities in Kenya depends on several trade unions activities which include employee welfare, collective bargaining, code of discipline as well as code of regulations. In line with the above literature, the same items will be adopted to measure organizational performance in this study.
1.1.3 Trade Unions Activities

According to Adewumi (2012), since the inception of paid employment, through a combination of sustained struggles and appeals to the conscience of the rest of society, workers using the platform provided by their organizations (trade unions), have been able to secure for themselves a number of rights. These rights are predicated on, and complemented by, some constitutional provisions which confer certain rights on workers. Employees and trade union rights are those legal provisions which are meant to protect workers in the course of employment, which are not limited to CBAs, employee welfare, code discipline and code of regulations. According to Gichaba (2013), trade unions activities play critical role in championing for continued improvement of job security and terms and conditions of employment for employees among others. Trade unions perform several core activities among them collective bargaining, employee welfare, code of discipline, code of regulations, trade union participation, trade union protection of employee rights, trade union and management of conflict, resolution strategies etc.

Most governments and employees associate trade unions activities with workers strikes, slow-downs, or work stoppages especially in developing countries (Hyman, 2007) but the trade unions protects workers from exploitative and abusive conditions at work. In Kenya, unionization is found in the manufacturing, trade, transport sectors, large-scale agriculture and teaching/educations sector. The trade unions’ main objectives are to improve the welfare of its members by negotiating high earnings for its members, bettering their conditions of service, and by increasing job tenure. Given these attractive objectives, one would expect a majority of workers to be trade union members. However, only an average or slightly above 50 percentage of the formal, manufacturing and productions workers sector workers have joined trade unions. Despite the relatively stronger unionization in Kenya, our knowledge of how trade unions activities affect earnings in the sector is still sparse (Schultz & Mwabu, 2008). Kenya employers view trade unionism as an undesirable intervention in the smooth functioning of organizations without realizing the positive contribution it could make towards industrial peace, harmony and progress (Levinson, 2013). Employers often allege that labor unions activities, only talk about workers’ rights and ignore their
obligations (Compa, 2004). They believe that unions activities are largely responsible for low productivity and poor performance of enterprise firms/organizations.

According to Olson (2009), employers consider trade unions activities as organizations only striving to secure benefits for their members, such as financial gains like raise of wages, bonuses, various allowances insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work places, and recreational facilities and decreasing fear of employer through collective bargaining. In contrast, unions activities are beyond collective bargaining, roles such as role in increasing workers’ productivity or efficiency, improvement of workers discipline, improvement of workplace peace, regulations and harmony and participating in decision making with management are part of its activities (Addison and Schnabel, 2003).

According to Akhaukwa, Maru & Byaruhanga (2013), the institutions of higher learning are always experiencing a lot of conflicts which are mostly left unresolved. The frequency of go-slows, strikes, and riots in public universities has increased tremendously in the past decade to such an extent that students cannot tell when their studies would end because of frequent closures resulting from either or a combination of the three events. In the past, union activities only existed between the employees and university management. However, presently, conflicts between individual workers/employees and also between workers and management have escalated. These conflicts arise as a result of demands for increased pay, better working environment, equity distribution of resources, motivation, good industrial environment. Labour conflicts leads to cases of frequent strikes, lock ups and any other forms of unrest as seen in our public universities. Proper management of labour activities however deserves special and adequate consideration in harmonizing workplace relations.

1.1.4 Public Universities in Kenya

University education in Kenya has expanded with a rise in student enrolment, expansion of universities, diversity of programmes and setting up of new Universities and Campuses (Chacha, 2004). This is because Kenya placed considerable importance
on the role of education in promoting economic and social development (Sifuna, 1998). However, this massive expansion in university education has serious implications on financial, human resources and physical resources. The Economic Survey (GOK, 2008) showed that the national budget on education is over-stretched. The Government has been urging Public Universities to use their existing resources more effectively and to establish more viable cost-reduction measures (Abagi, 1995). The environment of higher education is facing relentless and rapid change. These circumstances underscore the crucial role of leadership and management in maintaining morale, enhancing productivity, and helping staff at all levels cope with momentous and rapid change which ends touching on trade unions activities (Chacha, 2004).

Universities’ Academic Staff Union (UASU) is a trade union for academic staff, Kenya Universities Staff Union (KUSU) is for members of staff in the middle level Administrative, Technical, Library, Finance, and Catering fields and Kenya Union of Domestic Hotels, Educational Institutions, Hospitals and Allied Union (KUDHEIHA) is for Members of staff in Grades I-IV who serve under terms of service contained in the CBA. In all the public universities in Kenya the unions are available in all chapters.

According to Garvey (2017), for an organization to succeed, it must have a healthy working environment. Unions have helped maintain industrial peace, which is needed for achieving institutional goals and providing a strong workforce. When the laws in the country are always not abided by, so rather than bargaining, unions embark on strike as first resort (Mainasara, 2009), thereby constantly disrupting industrial harmony and academic activities in Universities. University unions serve a dual purpose. First, the union accords its members a feeling of job security, pursuing cases of unfair dismissal, better welfare, terms and conditions of service, a favourable working environment for its members and protect its members from harassment and firing by the employers among others. Second, it provides a forum for members to satisfy psychological needs of belonging, leadership, esteem, etc. The unions’ role in collective negotiation with management enables workers to participate in the management of their organization (Akanwa, 2014).
The government aims to promote the expansion of university education and training in tandem with population growth and demand for university places (GOK, 2005). Industrial relations in Kenya enjoy both legal and constitutional backing. There is an elaborate set of laws that regulate affairs in the labour sector as well as constitutional provisions in the bill of rights outlining the conditions for harmonious industrial relations. In addition, various institutions have been created in an innovative endeavour at stabilizing the labour sector for faster economic development. These institutions include the National Labour Board, the Industrial Court and the Wage Councils. However, the persistence of strikes in various sectors point to the necessity of a more in-depth review of existing provisions especially with regard to unions activities like collective bargaining. Perhaps what is needed as a resolution mechanism is openness and sincerity on the part of labour actors in order to create sustainable and binding CBA’s, discipline and regulations procedures, employee welfare among others within the framework of the prevailing economic conditions in the country (Aluchio, 1998).

These objects are crucial to assure and enhance quality of higher education in the country. For instance, motivation and incentives in a supportive working environment lead to responsibility, ownership, creativity and innovation (Lagat 2012). Nonetheless, the UASU, KUSU and KUDHEIHA face challenges in the process of its activities, which include how to ensure and sustain employee welfare and performance. This study examined the contribution of the UASU, KUSU and KUDHEIHA to employee welfare, collective bargaining, code of discipline and regulations and the extent of its effects on performance at Public Universities in Kenya.

1.2 Statement of the Problem
Thompson (2011) carried out a study to establish the means that trade unions and their activities in Kenya use in order to achieve their ends. It was established that most trade unions use their activities to participate mostly in strikes as the most preferred tool for interests articulation. It was found out that whenever union officials sense reluctance by management to engage in negotiations, they would mobilize members
to boycott work. Such labor strikes led to massive losses of revenue and disruption of systems by the firms since productivity during the period of strikes decreases. In some instances, Thompson notes that the strikes would be accompanied by severe victimization characterized by widespread sacking of the striking workers.

Trade unions have limited financial and human resources for the operations of the unions’ activities, weak implementation of the labour laws as well as inefficient labour institutions. This is further worsened by anti-trade union governance, disunity, splits and rivalry among trade unions themselves and their trade union leaders. This breaks the solidarity spirit among the workers due to intimidation from the management of the universities and self interests. It has also been noted that the government and unions have been slow in dispute resolution processes as well as the enhancement of alternative dispute resolution mechanisms. Also the labour institutions lack capacity to perform their constitutional tasks as mandated, crippling industrial relations, (GOK 2007).

A study by Hafford & Koops (2009) on the impact that unionization has on negotiated wages focused primarily on the manufacturing sector in Kenya with special attention to the legal framework for the negotiations of collective bargaining agreements. This study established that unionization did not have a significant differential impact on the wages among firms. The researchers, however, did not focus on the organizational performance in regard to trade unions activities. Since this study was conducted long time ago, it would be interesting to establish whether their findings still stand. This is the reason why the current researcher wants to find out the role of trade unions activities on the performance of public universities since the above study was carried out in profit making organization.

This points out to the weak nature of trade unions and their activities since they could not secure favorable return-to-work formula for their members. The studies cited above missed an important aspect that this study shall address. In all of the studies, there was no proper explanation as to how unionized employees can influence a business to perform and especially in the public sector - service industries which are non-profit making, such as public universities who they have researched on this area
but there is limited research in public institutions. Therefore, to fill this gap, this study will find out the role played by trade unions activities in solving labour related disputes, with specific reference to collective bargaining, employee welfare, discipline and regulations. Thus, the aim of this study is to find out the role played by trade unions activities in the performance of public universities in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective
The general objective of the study was on the influence of selected Trade Unions Activities on performance of Public Universities in Kenya.

1.3.2 Specific Objectives
The specific objectives of the study were:

i. To establish the role of collective bargaining on performance of public universities in Kenya.

ii. To assess the influence of employee welfare on performance of public universities in Kenya.

iii. To find out the how the code of discipline influence performance of public universities in Kenya.

iv. To establish the role of code of regulations on performance of public universities in Kenya.

1.4 Research Questions

i. How does collective bargaining affect performance of public universities in Kenya?

ii. To what extent does employee welfare affect performance of public universities in Kenya?

iii. How does code of discipline affect performance of public universities in Kenya?

iv. To what extent does code of regulations affect performance of public universities in Kenya?
1.5 Significance of the Study

The findings of this study may be of significance to various stakeholders. This study may be useful to various institutions as it gives them gainful insight on the benefits of availability of trade unions in their organizations. By understanding how trade unions activities impact on the organizational performance in their institutions, the managers/heads of institutions may be able to use it as a strategy to manage human resources so as to achieve their objectives. Other institutions and organizations both public and private may use the study findings to formulate and implement policies that help in regulating and improving the public sector considering the pivotal role it plays in improving performance hence the economy.

This research had important implications for managers/heads of institutions. It motivated top managers to invest in the time and resources to improve staff welfare among other things. Trade unions activities are associated with enhanced organizational performance. The study may signal the importance of ensuring a supportive organizational environment for the effective implementation of trade unions matters. The research findings may also make a great contribution to the world of academia as researchers in the area of public sector may use the findings as a point of reference in their literature reviews.

1.6 Limitations of the Study

Most of the respondents did not understand the essence of the study thus failed to freely divulge information requisite to ensure the fruition of the data collection exercise. This was an aspect which may impeded the study. The researcher overcame the challenge by way of imploring on the respondents to participate in the data collection exercise willingly.

In attaining the objective, the study was limited to Public universities in Kenya. The study therefore was used to generalize other organizations in the country. The study was also limited to the degree of precision of the data which was obtained from the respondents. There was significant differences in the way the respondents dealt with the issues of variables. There was subjectivity noted thus giving room for bias. The respondents were reluctant in giving information fearing that the information asked
would be used to intimidate them or paint a negative image about the University and lead to intimidation, victimization and demotions. The researcher handled this problem by carrying an introduction letter from the University and assuring the respondents that the information they gave was treated with confidentiality and was used purely for academic purposes.

1.7 Scope of the Study
This study was limited to selected Trade Unions Activities employed in public universities in Kenya and how the practices affect their performance. The research was carried out in Kenya in union officials for convenience and proximity purposes. The universities included, Kenyatta University, University of Nairobi, Moi University, Egerton University, Maseno University, Jomo Kenyatta University of Agriculture and Technology, Masinde Muliro University of Science and Technology, Meru University of Science and Technology, Karatina University and Dedan Kimathi University of Technology. The study was limited to four variables which are collective bargaining, employee welfare, code of discipline and code of regulations. This is because it is not possible to include all the trade unions activities in one study. Questionnaires were used in collecting data. This study utilized selected descriptive and inferential statistics to analyze the data. The study was grounded in a quantitative research approach aimed at collecting data and content on the basis of diverse public universities concerns, thereby increasing the transferability to the population in focus. As a result therefore, emphases were put on increasing the external validity. The study was carried out within a time frame of six months.

1.8 Organization of the Study
The proposal is presented in five chapters. Chapter one presents the background of the study, context of the study, statement of the problem, objectives of the study and research questions. It also covers the significance of the study, limitations of the study and scope of the study. Chapter two covers Literature review, theoretical review and empirical review. It also covers the conceptual framework summary of literature review as well as gaps in the literature review. Chapter three outlines the research methodology which includes research design, target population, sample size and sampling techniques, data instruments, validity, reliability, Data collection
procedure and data analysis. Chapter four comprises of data analysis and interpretation of research findings. Chapter Five has the summary, conclusions, recommendations and further suggestions.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter presents literature that is related to the themes outlined in the study objectives. It begins with theoretical review, the empirical review and then presents the conceptual framework.

2.2 Theoretical Review
The following section has the theoretical review which draws on the theories guiding the study. The study was guided by the Unitarist theory, Pluralist theory, Systems theory and Marxist theory.

2.2.1 Unitarist Theory
The unitarist theory is a basis of the relationship between management and trade unions in particular or employees in general as stated/originated from (Fox’s, 1966). According to Armstrong (2006) the unitary view is typically held by management who saw their function as that of directing and controlling the workforce to achieve economic and growth objectives. To this end, management believed that it is the rule making authority. Management tended to view the enterprise as a unitary system with one source of authority itself and one focus of loyalty to the organization. It extolled the virtue of teamwork, where everyone strives jointly to a common objective, everyone pulls their weight to the best of their ability, and everyone accepted their place and function gladly, following the leadership of the appointed manager or supervisor.

To a unitarist, an organization is an integrated, friendly and collaborative whole. They believe that loyalty to such an organization would detract from employee loyalty to a company (disrupting the bond between employer and employees). The Unitary Model is without doubt the least sympathetic to the presence of trade unions or collective bargaining in the workplace, which are regarded as interference in the efficient performance of the managerial functions and unnecessary for the protection of employee interests (Farnham, 2000). It embodies a central concern of HRM, that an organization's people, whether managers or lower-level employees, should share the
same objectives and work together harmoniously. From this perspective, conflicting objectives are seen as negative and dysfunctional. Consequently, trade union activities are deemed as unnecessary since the loyalty is between the industry.

Salamon, (2000) states that the unitary perspective assumes the organization is or should be an integrated group of people with a single authority/loyalty structure and a set of common values, interest and objectives shared by all members of the organization. Management prerogative is regarded as legitimate, natural and accepted and any opposition to it formal or informal, internal or external is seen as irrational. Consequently, trade unions are deemed unnecessary and conflict is perceived as disruptive and pathological.

According to Cooper et al. (2011), the unitary perspective views the organization as pointing towards a single or unified authority and loyalty structure. Emphasis under the unitary perspective is placed on common values, interest and objectives. Those subscribing to this view see all organizational participants as a team or family thereby implicitly emphasizing on shared values, shared goals and common destiny. Unitarism in essence implies the absence of factionalism within the enterprise (Fajana, 2000). Conflict is viewed as irrational and the sacking of striking workers is preferred to consultation or negotiation. Conflict is regarded as pathological or evil or bad. Trade unionism is outlawed and suppressed as it is viewed as an illegitimate intrusion or encroachment on management’s right to manage. According to Rose (2008), under the unitary perspective, trade unions are regarded as an intrusion into the organization from outside, competing with management for the loyalty of employees. The unitary theory tends towards authoritarianism and paternalism. It is pro-management biased and emphasizes consensus and industrial peace. The underlying assumption of this view is that the organization exists in perfect harmony and all conflict is unnecessary (Rose, 2008).

Unitarism appears to be associated with higher levels of political development, but the relationship is not robust across all dependent variables and specifications. Unitarists start from a set of assumptions and values that hold workplace conflict is not an inevitable characteristic of relations between managers and employees. Conflict in the
workplace may periodically emerge between the two, but such occurrences are believed to be aberrations in a relationship that is inherently prone to be cooperative. Those holding this perspective see managers and employees as having a common interest in the survival of their organizations, such that when conflicts occur it is unlikely to manifest itself to a point that will render the firm insolvent (Cooper et al 2011).

A major strength of the unitary theory is that it primarily wants to integrate employer and employee interests in order to enhance employee commitment and loyalty (Guest and Peccei, 2001). Unitary theory can be used as a basis for stakeholder management, wherein employees are seen as important stakeholders of the organization, and so their well-being is carefully considered in ensuring the welfare of the organization (Ackers and Payne, 1998). In line with the above theory, it is clear that employee welfare, collective bargaining and code of regulation is well supported.

2.2.2 Pluralist Theory

Pluralist theory as it originated from Fox’s (1966) states that trade unions activities have an important role to play in representing those interests by regulating both market and managerial relations. This approach does not deny the common long term objective of employers and workers for the survival of business which unitary approach advocates, but it emphasizes inevitable and inherent conflict between employers and workers. The employers are more concerned about their profit and investment, whereas workers are concerned about their wages and standard of living. These different kinds of interests lead to traditional conflict between employers and workers. It emphasizes on the representative function of management and trade unions, and it reinforces the value (and legitimacy) of collective bargaining. Pluralists recognize organizations within management and within unions as legitimate. They believe that management's primary function is to coordinate, communicate and persuade, rather than control or demand (Kessler and Purcell 2003).

In pluralism, the organization is perceived as being made up of powerful and divergent sub-groups, each with its own legitimate loyalties and with their own set of objectives and leaders. In particular, the two predominant sub-groups in the pluralist
perspective are the management and trade unions. Consequently, the role of management would lean less towards enforcing and controlling and more toward persuasion and co-ordination. Trade unions are deemed as legitimate representatives of employees, conflict is dealt by collective bargaining and is viewed not necessarily as a bad thing and, if managed, could in fact be channeled towards evolution and positive change (Giles 1989). The employers want to maximize profit at the expenses of the employee and employee want to enjoy social benefits inform of increased in wages, conducive environment. Therefore, conflict is inevitable and the need for trade union to protect the interest of both parties. Also, there is dual authority/loyalty in this approach. Therefore, employees are loyal to the management as well as their labour leaders (Gennard & Judge 2002).

This perspective views society as being post capitalist. That is a relatively widespread distribution of authority and power within the society, a separation of ownership from management and a separation, acceptance and institutionalization of a political and industrial conflict (Salamon, 2000) noted that this perspective assumes that the organization is composed of individuals who organize themselves into a variety of district sectional groups, each with its own interests, objectives and leadership. The organization is thus multi-structural and competitive in terms of leaderships, authority and loyalty within the groups consequently there is a complex of tension and competing claims, which is managed in the interest of maintaining a viable collaborative structure. Conflicts that often result represent total range of behaviours and attitudes that express opposition and divergent orientation. In a nutshell, there is recognition of divergent interests, trade unions and conflict is functional (Oginni & Faseyiku, 2012).

According to Armstrong (2007), collective bargaining became a specialized process for resolving conflict between labour and management but, according to Commons, there is bargaining involved in all social relationships, such as those between buyers and sellers, landlords and tenants, money lenders and borrowers. These and other pressure groups help the government and market processes to ensure voluntary accommodation, freedom and stability in the society. Implicit in this pluralist arrangement of the society is a notion that groups pursue their goals within limits, and
with proper checks and balances there emerges a safeguard against abuse of power. "Though such a theory need not imply a roughly equal balance of power between interest groups (though this has been a common presumption) Pluralism does tend to deny the existence of a small group of dominant interest groups with broadly common interests which tend to form a stable coalition.

Management and employees constitute two such groups, who, because of the very nature of the factory system, are seen as invariably subscribing to different values and objectives (Kessler & Purcell 2003). From this frame of reference it is also assumed that there will be different sources of authority within an organization. In this regard, it is argued to not only provide management with the most efficient means for institutionalizing employment rules and minimizing the level of workplace conflict, but to also encourage fairer outcomes by enabling employees to organize and counterbalance the power of managers when negotiating workplace contracts. It is on the basis of these conceptions that pluralists generally accept the legitimate right of employees to bargain collectively and trade unions to act in this capacity on their behalf.

**2.2.3 Systems Theory**

Originally, this theory came up from (Bertalanffy1968). The most famous theory drawing on a pluralist frame of reference is Dunlop’s, (1993) systems theory, which argues that industrial relations are best regarded as a sub-system of the wider social system. The theory holds work to be governed by a wide range of formal and informal rules and regulations, which cover everything from recruitment, holidays, performance, wages, hours, and a myriad of other details of employment. It asserts that these rules are what industrial actors try to determine, that their establishment is influenced by the wider environmental context in which the actors operate, and that the actors themselves share an interest in maintaining the processes of negotiation and conflict resolution ( Leighninger, 2013).

According to Manfred Drack and Gregor Schwarz (2010), on the back of these assertions four elements are held to make up the system of industrial relations rule-making. The first is industrial actors, which consists of employers and their
representatives (i.e., employer associations), employees and their representatives (i.e., trade unions), and external agencies with an interest in industrial relations (i.e., government departments and labour courts). The second is the environmental context, which was made up of prevailing economic and technological conditions, as well as the distribution of power in wider society, each of which is thought to influence or constrain the actions of actors engaged in industrial relations. The third is a so-called ‘web of rules’ that governs the employment relationship and is held to be the outcome of interactions between the actors. The last is a ‘binding ideology’, which is a set of common beliefs and understandings that serve to encourage compromises on the part of each actor for the sake of making the system operable (Gulyaev & Stonyer 2002).

According to Leighninger (2013), an important aspect of this framework conceives the industrial relations system as self-adjusting towards equilibrium. In so far as change in one element had repercussions for the other elements, they are held to set in motion a range of processes that invariably restores a sense of order on the system. This is important to this study in that order (code of regulation) is maintained hence a good working environment.

2.2.4 Marxist Theory

Marxism is a general theory of society and of social change with implications for the analysis of industrial relations within capitalist societies and does not strictly explain the theory of industrial relations as per the main authors Marx & Engels (1926). The Marxist theory of industrial relations claims that capitalism breeds corruption and greed, leaving the employee to suffer while corporations rake in profits (Farnham, 2000). Marxists claim that institutions would be far better employers if run as state organizations, while compensation would be standardized to promote a co-operative, non-competitive work environment.

Hyman (1995) defines industrial relations as the study of the processes of control over work relation processes, especially those involving collective worker organization and he also argues that unceasing power struggle for control is a central feature of industrial relations as it is in the nature and characteristics of a capitalist society to struggle for control. He offers a summary of the major characteristics of capitalism as
the ownership and or control of the means of production by a small minority, the
domination of profit as the fundamental determinant of economic activities, and the
obligation on most of society to sell their productive abilities on the market as a
commodity.

Neither the notion labor relations nor the term industrial relations belongs to the
vocabulary of Karl Marx. The reason is simply that regulation of the class struggle via
institutionalized channels of conflict resolution, the very subject matter of industrial
relations was still unknown. On the other hand, the core institutions underlying
industrial relations-free labor markets and the factory system were main components
of analysis of industrial capitalism, and efforts to build trade unions. But the
analytical focus was less on the role as agencies of collective regulation of wage and
labor conditions than on their historical mission as organizers of workers' resistance
against exploitation, estrangement, and impoverishment, leading to the eventual
overthrow of the capitalist wage system (Marx, 1982).

It contends that in capitalist societies, the state is always on the side of the employers
in an effort to protect the interest of those who own other means of production except
labour. This perspective sees the processes of the institution of joint regulation as
enhancement rather than reduction in management position, that at best, they give
only limited and short-term accommodation of the inherent and fundamental division
within the capitalist based work and social structures (Salamon, 2000). Therefore, the
growth of trade union is seen as an inevitable employee’s response to capitalism. That
trade union not only enhances collective industrial power by reducing competition
between individual workers but provide a focus for the expression and protection of
the interests of the working classes. Conflict is thus a permanent feature of industrial
relations (Oginni & Faseyiku, 2012).

Conflict is viewed as a disorder precursor to change and to resolve conflict means to
change the imbalance and inequalities in society in terms of power and wealth. Code
of discipline and code of regulation is observed as per the Marxist theory hence
improving employees performance.
2.3 Empirical Review

Trade unions activities have been described as necessary interventions that enable employees performance improve hence beneficial to the organizations in many ways. The following section has the empirical review which draws on works carried out by other researchers on trade unions activities and their relationship with employee performance.

2.3.1 Collective Bargaining and Performance

Godfrey et al., (2007) did a study on collective bargaining which meant that CB is central to any industrial relations system since it is a tool through which regulated flexibility achieved. A number of studies showed that where workers had their terms and conditions of employment determined through collective bargaining and where management supported unions, there was an improved industrial relations environment (Edwards, 2002; Beardwell et al., 2004). Adewole et al. (2010) asserted that frequent eruption of industrial conflicts between employers and employees in general could be effectively managed through collective negotiation and consultation with the workers’ representatives. Collective bargaining was noted to help promote cooperation and mutual understanding between workers and management by providing a framework for dealing with industrial relations issues without resort to strike and lockouts. Therefore, fair and legal process would result in successful collective bargaining, hence maintenance of industrial discipline and peace and vice-versa (Gomez et al. 2003).

Cole (2002) did a study on collective bargaining process which begins with the union claim which is followed by an initial counter offer from management. Once management’s initial response had been made, then negotiation could commence in earnest. Cole further pointed out that in most cases, a settlement would be reached without undue delay and acrimony, and the agreed terms of the settlement published, implemented and subsequently monitored. Each side had therefore to decide its overall objectives or strategy, assess its relative bargaining strength, and, in the light of that assessment, decide on the tactics to be employed to achieve an optimum result. Thus, evidence suggested that unions made an effort to find out members' demands, but the procedure used to decide the negotiation teams on both sides were generally
Gomez et al. (2003), explained that parties are said to be showing good faith in bargaining when; they were willing to meet and confer with each other at a reasonable time and place; they are willing to negotiate over wages, hour and conditions of employment; they sign a written contract that formalizes their agreement and binds them to it; and each party gives the other adequate notice of termination or modification of the labour agreement before it expired. Similarly, there should also be genuine willingness on the part of the parties to ‘give and take’ at the bargaining table, cooperation and consideration of fairness under the process.

Education sector in an economy remained one of the most powerful engines for economic growth. It acted as a catalyst to transform the economic structure of countries from simple, slow growing and low value activities to more vibrant and productive economies. Education was recognized as a principal contributory factor to boost productivity of workers by generating skills that raised their working capacity, leading to economic growth (Hill Kent, 2005; Bloom et al, 2006; Galiani et al, 2008). Onguso, Wario & Romanus (2016), did a study on universities all over the world which are considered as centres of excellence and immensely contribute to national development. From theory and practice, it was evident that higher education was critical to political, social, economic, and technological growth of a country. The absence of good industrial relations environment could therefore seriously affect the stability and training programs in universities and hence the overall national development. There has therefore been a great deal of attention surrounding stability of public universities in recent times following the introduction of collective bargaining. A detailed examination of how collective bargaining process impacts on industrial relations environment in public universities in Kenya was lacking.

Gatchalian (1998) suggested that the negotiations should end up without anyone “losing face”, feeling bitter and humiliated, or being personally aggrieved. Otherwise the process could develop into a personal confrontation, with each side forgetting the real issues and the main objective. Collective bargaining process was thus expected to be fair and legal, and should have taken place in an environment of trust in order for parties to achieve a workable relationship. Collective bargaining process was therefore expected to affect industrial relations environment. The literature shows that
collective bargaining process would influence the quality of industrial relations and performance.

2.3.2 Employee Welfare and Performance

Kahn’s model (2011) described employee welfare schemes as those measures that aimed at promoting physical, psychological and general well-being of the working class. The basic aim of welfare schemes in an industry was to improve the living and working conditions of the employee and their families because the employee's well-being could be achieved in isolation of the employee from his family. Maslach (2012) stated that welfare schemes included some or all of the amenities provided in or near the organization and related to the working and living conditions. These facilities include canteens and nourishment facilities, transport arrangements, recreational services, housing schemes, education and training of employees, pension, bonus, medical facilities, childcare facilities, personal counseling etc. Rari & Raja (2016) explored on how many organizations used the concept of employee welfare programmes as a strategy of improving productivity of employees since work related problems could lead to poor quality of life for employees and a decline in organizational performance. Welfare activities promoted economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation.

Sabarirajan, Meharajan & Arun, (2016) carried out a study on the contribution of a government in a country. It was therefore clear that government in any country, being the largest employer was always looked upon to provide comprehensive welfare services to its servants. Economic handicaps impaired the productivity of a civil servant. Efficiency and effectiveness of a good public administration depended on how best the persons manning the administrative machinery were looked after. With a view to keeping employees’ capacity to effectively functioning on the job and in constant repair, the Government had to devise measures, which met their economic and social needs as adequately as possible. It was neither always possible nor advisable for the Government to keep on increasing the salary scale at frequent intervals that always served as a contributory factor for further rise in the cost of
living. The solution to these problems lied in developing services, which would enhance the ‘real income’ of the civil servants within their existing salary structures.

Historically employees’ welfare programs were to reduce absenteeism and time off due to illness. However, today they have taken a broader scope and they include almost all aspects that relate to an employee’s wellness and personal development in the workplace (Manzini & Gwandure, 2014). Logically, the provision of welfare schemes was to create an efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities was to make their work life better and to raise their standard of living (Padmini, 2016).

Muruu, Were & Abok, (2016) did a study on the success of the employees’ welfare programs depending on the approach in which the organization had taken into account. An organization should have had a policy that guided provision of such welfare programs to employees which included medical facilities, sanitary, accommodation of workers, amenities and industrial social security measures, training and education facilities, HIV and AIDS risk reduction and counseling (Harika, 2012). Park (2015) argued that work environment comprised of issues such as working hours, employment policy, workers’ health and welfare, workplace design and the general conduct of workers at the workplace.

Organizations provided welfare facilities to their employees to keep their motivation levels high. The employees welfare schemes could be classified into two categories namely statutory and non-statutory welfare schemes. The statutory schemes were those schemes that were compulsory to provide by an organization as compliance to the laws governing employee health and safety. The non-statutory schemes differed from organization to organization and from industry to industry (Tiwari, 2014). Employee welfare activities in both developed and developing society had an impact not only on the workforce but also on the facets of human resources (Manju & Mishra, 2007). These services were provided by the government, trade unions and non-governmental agencies (Ankita, 2010).
2.3.3 Code of Discipline and Performance

Achieng & Makori (2015) explored that discipline is the attitude, behavior and deeds in accordance with the rules of the company both written or that is unwritten. He further argued that discipline is one of the requirements of employees to meet the standards of performance and behavior, including maintaining the presence of employees according to predefined time standards. Conflict between managers and employees was inevitable in many organization, whether public or private. Often, the source of the conflict was employee non-compliance. Managers were responsible for disciplining those employees whose performance or conduct was sub-standard or inappropriate. However, the ability to effectively address employee non-compliance was a challenge to many managers or supervisors as they positively influenced employee performance hence organizational performance.

Mullins (2005) asserted that, progressive discipline was a process for dealing with job related behavior that did not meet expected and communicated performance standards. The primary purpose for progressive discipline was to assist the employees to understand that a performance problem or opportunity for improvement exists. The process featured increasingly formal efforts to provide feedback to the employee so that he or she could correct the problem. The goal of progressive discipline was to improve employee and organizational performance.

The existence of trade unions in the system was for employees to enhance performance and reflect a good image of the organization and promote good governance and not mitigate against the employee performance in many organizations (Lwamafa, 2004). Organization management for the employee dealings which they were engaged in, was however rarely accounted for all employees under them. Employee reprimand system was the principle that was used to sets out standards of behavior for employees in the organization. It was designed to ensure the impartiality, transparency, integrity, efficiency and effectiveness of employees when performing their duties. It was intended to guide employees in their behavior and how they related to each other and the public (Lwamfa, 2006). The effectiveness of such employee reprimand system depended on the extent to which management supported them with sanctions and rewards. Violations of an organization's employee reprimand systems
usually could subject the violator to the organization's remedies. The employee reprimand systems linked to and gave rise to a code of conduct for employees in that organization (Baron, 2000).

Whitford (2006) explored that codes of ethics are written to guide behavior. Any final analysis of the impact of a code must have included how well it affected behavior. Prucell, (2003) for those working with developing public service communities the more important questions were on what blend of the general and specific were most likely to affect behaviors that a society needed from its civil servants and its political leaders. Contemporary social psychological research also strongly suggested that codes could guide or induce behaviors in developing countries that were critical to a functioning public service (Crane, 2007). Codes were not designed for bad people, but for the persons who wanted to act ethically. The bad person would seldomly follow a code, while most people – especially public servants welcomed ethical guidance in difficult or unclear situations. The average person was not grossly immoral but often tempted, and sometimes confused, by what appears to be a virtuous path.

Martha, (2005) asserted that no code, no matter how severely enforced would make truly bad people good. However, ethics codes could have a demonstrable impact on the behavior of bad people in organizations. When everyone clearly knew the ethical standards of an organization, they were more likely to recognize wrongdoing; and do something about it (Andrew, 2006). Second, miscreants were often hesitant to commit an unethical act if they believed that everyone else around them knew it is wrong. And, finally corrupt individuals believed that they were more likely to get caught in environments that emphasize ethical behavior (Armstrong, 2011). Discipline could be positively related to performance. It was the bridge between goals and accomplishments (Crane, 2007).

Alexander (2000) did a study on the development of a new approach to diagnosing and dealing with performance problems and discipline which required a ‘paradigm shift’ on the part of management and labour. In order to be successful in making this change, the parties had to be prepared to give up established beliefs and entrenched ideas. In many instances, there was a legacy of bitterness and anger running deep
through the relationship that acted as a barrier to a successful transition. Management and labour unions had shown themselves to be willing and able to change and work together in improving safety, training, business survival, and viability (Appelbaum & Blatt 1994; Cohen- Rosenthian & Burton 1993; Kochan, Katz, & McKersie 1994; Kochan and Osterman 1994). Working together to effectively manage employee and organizational performance and disciplinary problems represents a further way in which they could find responsible solutions and win/win outcomes for their mutual benefit.

It was clear that there was a direct positive influence of work discipline, organizational performance and availability of trade unions Alexander (2000). From some of the opinions above, it could be concluded that the discipline was a very important factor in the development of an employee’s personality characteristics such as responsibility, confidence, and persistence in working and self-control as well as to maintain and develop an appropriate behavior in the works hence good organizational performance.

### 2.3.4 Code of Regulations and Performance

Mpofu & Clifford, (2015) did a study on the current Kenyas Code of Regulations which stated that there was a structure of the Public Service and the management of the Human Resource. It incorporated provisions of the Constitution, Labour Laws and other Legislation that governed various aspects of industrial relations in the Public Service. It talked about matters connected with organization of Government and procedures for conduct of Government business. The code of regulations management established in the workplaces were necessary because the management remained in compliance with the law. They enabled the employees to abide to the rules and regulations set and this enabled in improving the performance of employee and organizational (Hassan, 2005) and grievance procedures. However, the introduction of unfair dismissal and discrimination legislation and the consequent threat of defending employment tribunal applications were argued to have provided employers with a significant impetus to adopt more formal processes though the effective employee code of regulations (Edwards et al., 2004). Nonetheless, the greater use of formal procedure failed to halt the rapid increase in employment tribunal applications from
1988 onwards, with the rate more than trebling between 1988 and 1996 (Burgess et. al, 2007).

Baron (2000) did a study on the relationship between employee code of regulations and employee performance which was a primary issue in the field of business and society. Significant research carried out in several geographical locations, with different parameters for defining ethical ‘and corporate social responsibility’ and using numerous proxies for employee performance was available. Orlitzky et al (2003) indicated that the employees’ code of regulations had a positive impact on employee and organizational performance. Baron (2000) also claimed that employee codes of regulations in major corporations was coming under scrutiny, and employee performance had been challenged about conflicts of interest and their investment advice. However, since it was also the fiduciary duty of these managers to make profits and increase shareholders wealth, it was no wonder that there has been an increasing interest in the relationship between being ethical, financial, employee and organizational performance performance.

Hepple & Morris (2002) suggested that the impact of the procedural changes introduced under the Employment Act 2002 be downgraded rather than enhanced procedural fairness. They argued that the statutory procedures fell well short of best practice reflected by the Code of Practice. Furthermore, as long as the employer followed the statutory procedure they could escape a finding of unfair dismissal on the grounds that procedural defects would have made ‘no difference’ to the decision to dismiss. Even so, employers complained that the regulations increased both administration and the incidence of workplace disputes (Gibbons, 2007). Indeed in 2006/7, single employment tribunal claims rose by 3% while the number of all claims (including those with multiple claimants) increased by 15% (Employment Tribunal Service, 2007).

In conclusion, there was a remarkable reality that, although researchers had explained in many researches about the character of the leaders (e.g., Dickson et al., 2001; Grojean et al., 2004; Wimbush & Shepard, 1994), organizational formation and its code of regulations (e.g., Jin et al., 2007; Verbeke et al., 1996) to persuade the ethical
surroundings, a little bit work had been done to define the ethical environment and its background. Schein (2004) recommended leaders could operationalize a lot of things to entrench the most important norms and values which they possess in the routinely decision-making process of the employees, which was the key factor for the good environment of the organizations. Thus, there is no single organization safe from corporate scandals, and the main issue in these ethical misconducts is the negligence of ethical corporate values and lack of ethical leadership.

Table 2.1: Summary of Research Gaps on Employee Performance

<table>
<thead>
<tr>
<th>Author/Year</th>
<th>Topic of the study</th>
<th>Key findings</th>
<th>Knowledge gaps</th>
<th>Focus of the current study</th>
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<tbody>
<tr>
<td>Pyman, (2010)</td>
<td>Industrial relations climate, employee voice and managerial attitudes to unions</td>
<td>Negotiations should have ended up without anyone “losing face”, feeling bitter and humiliated, or being personally aggrieved because the process can develop into a personal confrontation, with each side forgetting the real issues and the main objective.</td>
<td>Focused only on collective bargaining process, industrial relations and their contributions to employee performance but has limited scholarly contribution on industrial relations from developing nations like Kenya.</td>
<td>The current study provides an in-depth study on employee performance by employing other variables on trade unions activities</td>
</tr>
<tr>
<td>Muruu, Were&amp;Abok, (2016)</td>
<td>Effects of welfare programs on</td>
<td>Organizations provided welfare facilities/programs</td>
<td>The study only focused on employee</td>
<td>The study focused on all the elements of</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Employee Performance and Discipline Problems</td>
<td>The development of a new approach to diagnosing and dealing with performance problems and discipline required a ‘paradigm shift’ on the part of management and labour unions.</td>
<td>It focused only on the diagnosing and dealing with discipline on employee performance without looking at the cause and the process</td>
<td>The current study focused on all aspects and factors of discipline in regard to employee performance and presence of trade union activities</td>
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<tr>
<td>Alexander, (2000)</td>
<td>Employee performance and discipline problems</td>
<td>The development of a new approach to diagnosing and dealing with performance problems and discipline required a ‘paradigm shift’ on the part of management and labour unions.</td>
<td>It focused only on the diagnosing and dealing with discipline on employee performance without looking at the cause and the process</td>
<td>The current study focused on all aspects and factors of discipline in regard to employee performance and presence of trade union activities</td>
</tr>
<tr>
<td>Jin et al., (2007); Verbeke et al., (1996)</td>
<td>The deterrent effects of ethics codes for corporate crime</td>
<td>Employers complained that the code of regulations increased in both administration and the incidences of workplace disputes</td>
<td>The study only focused on persuading the ethical surroundings, a little bit work on the ethical environment and its background</td>
<td>This study focused on all elements in connection with the code of regulations and employee performance</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
### 2.4 Conceptual Framework

The conceptual framework described four selected activities of trade unions among which an organization may adopt. Collective bargaining, employee welfare, code of discipline and code of regulations. The dependent variable is performance of Public Universities. Thus the study sought to interrogate them as illustrated in the figure 2.1 below.

#### Independent Variables

<table>
<thead>
<tr>
<th>Collective bargaining</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Wage scales</td>
<td>Performance of Public Universities</td>
</tr>
<tr>
<td>• Working hours</td>
<td>- Efficiency</td>
</tr>
<tr>
<td>• Working conditions</td>
<td>- Effectiveness</td>
</tr>
<tr>
<td>• Bonuses and appreciation packages.</td>
<td>- Employee satisfaction</td>
</tr>
<tr>
<td></td>
<td>- Customer satisfaction</td>
</tr>
<tr>
<td></td>
<td>- Corporate image</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee welfare</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Benevolent fund</td>
<td></td>
</tr>
<tr>
<td>• Medical cover</td>
<td></td>
</tr>
<tr>
<td>• Leave (annual, sick among others)</td>
<td></td>
</tr>
<tr>
<td>• Training</td>
<td></td>
</tr>
<tr>
<td>• House allowance</td>
<td></td>
</tr>
<tr>
<td>• Health and safety</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code of Discipline</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Disputes and grievances settlement</td>
<td></td>
</tr>
<tr>
<td>• Strike, lockout, goslows with notice</td>
<td></td>
</tr>
<tr>
<td>• Concilliations</td>
<td></td>
</tr>
<tr>
<td>• Voluntary arbitration</td>
<td></td>
</tr>
<tr>
<td>• Grievances procedures</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code of regulations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Industrial action</td>
<td></td>
</tr>
<tr>
<td>• Unfair practices</td>
<td></td>
</tr>
<tr>
<td>• The law- constitution, labour relations act, employment act,</td>
<td></td>
</tr>
<tr>
<td>• Union Membership</td>
<td></td>
</tr>
</tbody>
</table>

#### Fig. 2.1 Conceptual Framework

Source: Researcher (2018)
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This chapter gives specific procedures which were followed in undertaking the study. The research design, study population, sampling methods and procedures, data collection procedures and instruments, data analysis and reporting and ethical issues were described in this chapter.

3.2 Research Design
A research design is a plan that guides the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). It is the designed and planned nature of observation that distinguishes research from other forms of observations (Terre Blanche & Durrheim 1999). Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money.

This study adopted a descriptive survey design to find out the effects of selected trade unions activities on performance of Public Universities in Kenya. Orodho (2005) postulated that a descriptive survey design is a method of collecting information by administration of questionnaires on selected samples or the conduct of interviews. The method is appropriate for collecting information about people’s opinions, habits, attitudes, or any variety of social issues. The research design is considered appropriate for the study because the researcher seeks to collect, analyzes and report information as it exists in the field without any undue manipulation of the variables.

3.3 Target Population
Target population in statistics is the specific population about which information is desired. A population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated (Kothari, 2004). In this study, participants will be drawn from the union officials of the organizations under study. The officials from all chapters who comprised of Chairmen and their assistants,
Secretary General and their assistants, Treasurer and their assistant, Member representatives/trustees among others capable of exercising authority.

Table 3.1 Target Population of the Study

<table>
<thead>
<tr>
<th>University</th>
<th>Union Officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenyatta University</td>
<td>8</td>
</tr>
<tr>
<td>University of Nairobi</td>
<td>8</td>
</tr>
<tr>
<td>Jomo Kenyatta University of Agriculture and Technology</td>
<td>8</td>
</tr>
<tr>
<td>Maseno University</td>
<td>8</td>
</tr>
<tr>
<td>Moi University</td>
<td>8</td>
</tr>
<tr>
<td>Egerton University</td>
<td>8</td>
</tr>
<tr>
<td>Masinde Muliro University of Science and Technology</td>
<td>8</td>
</tr>
<tr>
<td>Dedan Kimathi University of Technology</td>
<td>8</td>
</tr>
<tr>
<td>Meru University of Science and Technology</td>
<td>8</td>
</tr>
<tr>
<td>Karatina University</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

3.4 Sampling Technique and Sample Size

The study adopted a census owing to the small number of respondents involved. According to Kothari (2004), sample size refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. According to Vaughn (1996), the aim of the research should be to recruit clearly identified individuals who could best address the purpose and goals of the research. Individuals who are invited to participate in a research must be able and willing to provide the desired information and must be representative of the population of interest, (Hansen, Cottle, Negrine & Newbold: 1998). According to Kothari (2004), if a population from which a sample is to be drawn is small a census is applied in order to obtain a representative sample. The study thus did a census of
the union officials with a view of giving equal opportunities to all for their participation.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>University</th>
<th>Union Officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenyatta University</td>
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</tr>
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<td>Dedan Kimathi University of Technology</td>
<td>8</td>
</tr>
<tr>
<td>Meru University of Science and Technology</td>
<td>8</td>
</tr>
<tr>
<td>Karatina University</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

3.5 Data Collection Instruments

The study employed questionnaires and secondary data interrogation guides as the instruments for data collection. The questionnaires were used to collect data from respondents. The questionnaires are deemed suitable in that they can serve a large group of respondents; they have the benefit of self-administerbility, anonymity and the standardization of questions for the purpose of easing the data analysis procedures (Orodho, 2005). The questionnaire encompassed the social demographics section and questions derived from the research objectives. The questionnaires had both closed and open ended questions. Secondary data interrogation guides were used to have a sequential system of evaluating the organizational performance with a view of confirming the trends of selected trade unions activities. The interrogation guides served as a good measure of triangulation with the primary data from the questionnaires. The questionnaires had nominal, ordinal and scale questions. Likert-type 5-point scale, ranges from 'strongly agree' to 'strongly disagree'. The strongest
favourable response is scored as 5, whereas the strongest unfavorable response as 1 (Kothari 2004). Closed-ended questions are easier to analyze since they are in an immediate usable form. It is also time saving and economical because each question is followed by an alternative answer.

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity of the Research Instrument

Validity is the degree to which a test measures what it purports to be measuring. Validity can also be said to be the degree to which results obtained from analysis of data actually represent the phenomenon under investigation (Orodho, 2005). The researcher tested the face, content and construct validity of the questionnaire. Face validity is in relation to the misunderstanding or misinterpretation of the question. This was checked by way of employing the pre-testing method. Prior to embarking on data collection, the researcher pre-tested the questionnaires using public universities in Nyeri County. This was done to improve the validity of the instruments. Changes were made on the questions deemed appropriate after the pre-test. Content and construct validity were tested by way of seeking expert opinion from the supervisor and specialists in selected trade unions activities.

3.6.2 Reliability of the Research Instrument

Reliability is a measure of the extent to which an instrument will consistently yield the similar results after being administered several times to the same respondents (Orodho, 2005). To establish the reliability of the research instruments, the test retest method whereby the pre-test respondents were issued with questionnaires for them to fill and the same questionnaires were subjected to a re-test to see how the response was. The reliability coefficient was computed using the Crochbach Alpha method. The procedure is deemed appropriate owing to the fact that it used a polychloric matrix for calculating alpha thus taking due charge of the underlying continuous variables in observed items like the Likert scale. A coefficient of 0.7 or more is considered adequate (Tavakol, 2011).

Ten questionnaires were issue to Dedan Kimathi University of Technology members of the trade union who were excluded from the study to test the reliability of data
collection instrument. The results of the test gave a Cronbach's Alpha coefficient of 0.713 as shown in Table 3.4 below.

Table 3.3 Reliability Statistics of Data Collection Instrument

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.713</td>
<td>.715</td>
<td>12</td>
</tr>
</tbody>
</table>

According to Tavakol (2011), if the value of Cronbach's coefficient is above the recommended reliability of 0.7, then it shows strong reliability of the research instrument.

3.7 Data Collection Procedure

Permission to conduct the research was sought from the National Council of Science, Research and Innovation. The researcher hand delivered the questionnaires to the target respondents and collected them to deter collusion and enhance the response rate. The researcher always made prior arrangements suitable to the schedules of the respondents.

3.8 Data Analysis Methods

After all the data has been collected, data cleaning followed for the purposes of identifying any incomplete, inaccurate or unreasonable data. Coding of the data thereafter followed and the codes were entered into a computer for the purpose of analysis. Data analysis involved quantitative procedures. The study employed descriptive and inferential statistics. The background information was subjected to descriptive statistical analysis in the form of; mean analysis, mode analysis and measures of standard deviation. The inferential statistics employed included; regression analysis to test causal relationship between the variables as postulated in the research hypothesis and a One Way Analysis of Variance (ANOVA) to determine the existence of a significant difference on organizational performance and the employment of selected trade unions activities. Data analysis helped to summarize the essential features and relationships of data in order to generalize and determine patterns of behavior and particular outcomes.
To address the specific research objectives of the selected trade unions activities on organizational performance, the study adopted regression analysis. Selected trade unions activities were the independent variable and performance of public universities was the dependent variable. The hypothesized model was the equation below.

\[ Y = \lambda + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

From the equation above,

- **Y** = Performance of public universities,
- **\lambda** = Constant showing organizational performance in the absence of selected trade union activities,
- **\beta_1, \beta_2, \beta_3, \beta_4** = Coefficient of the independent variables
- **X_1** = Collective bargaining,
- **X_2** = Employee welfare,
- **X_3** = Code of discipline,
- **X_4** = Code of regulations,
- **\varepsilon** = Error term.

### 3.9 Ethical Consideration

The researcher obtained a letter from Kenyatta University before data collection. The researcher had to seek to get the consent of the respondents before administering the research instruments to them. The researcher also assured the respondents of utmost confidentiality as regards their identities. An assurance that the information provided was used for research purposes only was also proffered to the respondents.
CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction
This chapter examines the data that was collected and analyzed with an aim of interpreting the results from the study. The general objective of the study was to investigate on influence of selected trade unions activities on performance of public universities in Kenya. The analysis was guided by the specific objectives of the study as highlighted in chapter one which were conceptualized in chapter two. Data interpretation was done in line with the research objectives and research questions. The techniques proposed in chapter three for data analysis and presentations were used to do the analysis and presentation.

4.2 Response Rate
Data that was analyzed was obtained from sixty six (66) respondents out of the targeted eighty (80) of the union officials from public universities in Kenya. Thus the response rate achieved was 82.5%. Mangione (1995) provided the following classification of response rate: over 85% excellent, 70% - 85% very good, 60%-70% acceptable and below 50% not acceptable. This response rate therefore, was very good representation of the sample and the entire population.

4.3 Demographic Information
The researcher sought to establish the effect of demographic information of the respondent in respect to establishing any relationship between factors such as gender, level of education and period of work.

4.3.1 Gender of the Respondents
The researcher sought to establish the gender of the respondents in the study.
From Figure 4.1 above, 65.2% of the respondents were male while 34.8% were female. This was an indication that public universities trade unions provides relatively equal opportunities for both males and females in leadership positions though male are slightly more than their female counterparts.

4.3.2 Level of Education
The researcher sought to establish the Level of education of the respondents in the study.

Source: Researcher (2018)

Figure 4.2: Level of Education
From Table 4.2, the results indicate that 6.1% of the respondents were PhD holders, 31.8% had master, 54.5% had bachelor’s degree while 7.6% had diploma. The study revealed that although respondents had different level of education ranging from diploma to PhD, majority of the respondents had bachelor and master degree. This implies that trade unions officials targeted by the study had necessary knowledge and skills that could enable them to articulate various aspects of trade unions activities being investigated in the study.

4.3.3 Job Category
The researcher sought to establish Job category of the respondents in the study.

![Bar chart](image)

Source: Researcher (2018)

**Figure 4.3: Job grade**

As shown in Figure 4.3, 34.8% of the respondents were in grade XI-XV, 59.1% were in grade V-X while 6.1% of the respondents were in grade I-IV. This is an indication that majority of the respondent were from grade V. This implies that although there are several job categories in the Universities, staff from job category V and above has become the critical point of focus in this analysis.

4.3.4 Period of Work
The period of work by the respondent in the institution was sought to establish whether the respondent were fairly familiar with the influence of trade unions activities on performance.
Table 4.1: Period of Work

<table>
<thead>
<tr>
<th>Period of Work</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>11</td>
<td>16.7</td>
</tr>
<tr>
<td>5 - 10 years</td>
<td>42</td>
<td>63.6</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>13</td>
<td>19.7</td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

From Table 4.1, the results indicate that 16.7% of the respondents have worked with the university for less than five year, 63.6% 5 - 10 years while 19.7% have worked for more than 10 years. On average, a higher percentage of 83.7% have worked with the institution for more than five years. In university setup it is reasoned that more than five years is ideal to articulate the effect of trade unions activities on performance. This implies that the respondents had gathered adequate information to enable them examine the role of selected trade unions activities on performance of Public Universities in Kenya.

4.3.5 Presence of Trade Union at Place of Work

The researcher sought to establish whether trade unions are presence in the university.

Table 4.2: Do you have trade unions in your University

<table>
<thead>
<tr>
<th>Presence of trade union</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>66</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

As shown in Table 4.2, all the respondents agreed that trade unions do exist in their place of work. This implies that University staffs have recognized the relevance of being members of trade unions in order to articulate and attain some interests including protection of the trade’s integrity, achievement of better remuneration packages, good working conditions and safety among others. According to Akanwa (2014), university unions serve a dual purpose. First, the union accords its members a feeling of job security, pursuing cases of unfair dismissal, better welfare, terms and conditions of service, a favourable working environment for its members and protect
its members from harassment and firing by the employers among others. Second, it provides a forum for members to satisfy psychological needs of belonging, leadership, esteem, etc. The unions’ role in collective negotiation with management enables workers to participate in the management of their organization.

4.3.6 Nature of Work
The researcher sought to establish whether the respondent represents the teaching or non-teaching staff.

![Pie chart showing the nature of work](image)

**Figure 4.4: Nature of Work**
Source: Researcher (2018)

As shown in Table 4.4, 59.1% of the respondents were non-teaching staff while 40.9% of the respondents were teaching staff. The results of the finding that more than half of the respondents were non-teaching staff can be attributed to the fact that non-teaching staff represents the members of both KUSU and KUDHEIHA while teaching staff are members of UASU. Based on the findings, respondents from both categories were adequately represented in the study.

4.3.7 Category of the Union Represented
The researcher sought to establish the category of the union represented by the respondents
As shown in Figure 4.5, 40.9% of the respondents represented UASU, 56.1% represented KUSU while 3.0% of the respondents represented KUDHEIHA. This is an indication that majority of the respondent were in UASU and KUSU. The finding of the study concurs with the Economic Survey (GOK, 2008), which indicated that Universities’ Academic Staff Union (UASU) is a trade union for academic staff, Kenya Universities Staff Union (KUSU) is for members of staff in the middle level Administrative, Technical, Library, Finance, and Catering fields and Kenya Union of Domestic Hotels, Educational Institutions, Hospitals and Allied Union (KUDHEIHA) is for Members of staff in Grades I-IV who serve under terms of service contained in the CBA. This implies that all university staff have an opportunity to join the union from Grade I which is an indication that they can benefits from the activities involved in the trade union.

4.3.8 Legality of Trade Union

The researcher sought to establish whether the trade union registered and protected by the law
Table 4.3: Trade union registered and protected by the law

<table>
<thead>
<tr>
<th>Is trade union registered and protected by the law</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>66</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The result of the study indicates that all the respondents indicated that trade unions are registered and protected by the law. The finding of the study supports Thomas and Daryl (2012) who stated that the agreements negotiated by the union leaders are binding on the entire membership and the employer and, in some cases, on other non-member workers. The indication is that the trade union activities can only be legal if the trade unions are registered and protected by the law.

4.4 Descriptive Analysis

The study sought to investigate on influence of selected trade unions activities on performance of Public Universities in Kenya. The respondents were required to indicate the extent to which each aspect of trade union activities affect performance of public universities in a scale of one to five where one represented strongly disagree while five strongly agree. The mean score for parameter used was obtained using SPSS and used in data analysis.

4.4.1 Collective Bargaining and Performance of Public Universities

The study sought to establish the role of collective bargaining on performance of public universities in Kenya. The respondents were required to indicate their level of agreement with the effects of various attributes of collective bargaining on performance in a scale of one to five. The mean score and standard deviation for parameter used were obtained using SPSS and the results are as shown in table 4.4 below.
Table 4.4: Descriptive Statistics on Collective Bargaining

<table>
<thead>
<tr>
<th>Collective bargaining activities</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective bargaining is considered as a key factor on organizational performance.</td>
<td>4.00</td>
<td>5.00</td>
<td>4.485</td>
<td>.5036</td>
</tr>
<tr>
<td>Union officials are actively involved in communicating the importance and improvement of wage scales to its members.</td>
<td>3.00</td>
<td>5.00</td>
<td>4.515</td>
<td>.6848</td>
</tr>
<tr>
<td>Trade unions members adhere to the guidelines and conditions on working hours.</td>
<td>2.00</td>
<td>5.00</td>
<td>3.985</td>
<td>.6904</td>
</tr>
<tr>
<td>Members of staff participate in trade unions activities in order to improve the working conditions.</td>
<td>2.00</td>
<td>5.00</td>
<td>4.015</td>
<td>.7336</td>
</tr>
<tr>
<td>Members of trade unions are sometimes awarded bonuses and appreciation packages for effective negotiation.</td>
<td>1.00</td>
<td>5.00</td>
<td>3.333</td>
<td>1.3625</td>
</tr>
<tr>
<td>There are appreciation packages for the members of trade union.</td>
<td>1.00</td>
<td>5.00</td>
<td>2.333</td>
<td>1.2690</td>
</tr>
<tr>
<td>Implementation of collective bargaining agreement affects organizational performance.</td>
<td>2.00</td>
<td>4.00</td>
<td>3.788</td>
<td>.6206</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

Results on Table 4.4 show that most respondents (Mean = 4.51) with a (stdv = 0.6848) indicated that union officials are actively involved in communicating the importance and improvement of wage scales to its members. A high number of respondents (mean = 4.485) with a (stdv = 0.5036) also indicated that collective bargaining is considered as a key factor on organizational performance. In addition most of the respondents indicated that members of staff participate in trade unions.
activities in order to improve the working conditions (mean =4.015) with a (stdv = 0.7336). Trade unions members’ adherence to the guidelines and conditions on working hours, and the effect of implementation of collective bargaining agreement on organizational performance had a mean of 3.985 and 3.788 respectively. The respondents were indifference on whether the members of trade unions are sometimes awarded bonuses and appreciation packages for effective negotiation with a mean of 3.333. However the respondents disagreed with that statement that there are appreciation packages for the members of trade union with a mean of 2.333. The finding of the study that collective bargaining is considered as a key factor on organizational performance asserts earlier finding by Godfrey et al., (2007) who did a study on collective bargaining which meant that CB is central to any industrial relations system since it is a tool through which regulated flexibility achieved. Adewole et al. (2010) asserted that frequent eruption of industrial conflicts between employers and employees in general could be effectively managed through collective negotiation and consultation with the workers’ representatives.

4.4.2 Employee Welfare and Performance of Public Universities

The study sought to assess the influence of employee welfare on performance of public universities in Kenya. The respondents were required to indicate their level of agreement with the effects of various attributes of collective bargaining on performance in a scale of one to five. The mean score and standard deviation for parameter used were obtained using SPSS and the results are as shown in table 4.5 below.
As shown in Table 4.5, majority of the members agreed that a package for house allowance is provided for the members of staff (mean = 4.500) with a (stdv = 0.6139). Similarly, the respondents agreed that members of union and officials are allowed to be on leave like any other member of staff (mean = 4.18) with a (stdv = 0.6109). Moreover a high number of respondent indicated that benevolent fund meets the needs of the employees (mean = 4.061) with a (stdv = 0.8015). The emphasizes on employee welfare and a wide variety of mechanisms for employees welfare is in place which includes a comprehensive medical cover had a mean of 3.970 and 3.909. The effect of employee welfare in place on organizational performance had a mean of 3.818 while the frequency of training members of staff on health and safety and other types of training had a mean of 3.273. Kahn’s model (2011) described employee welfare schemes as those measures that aimed at promoting physical, psychological and general well-being of the working class. The basic aim of welfare schemes in an industry was to improve the living and working conditions of the employee and their
families because the employee's well-being could be achieved in isolation of the employee from his family. Manju & Mishra (2007), noted that employee welfare activities in both developed and developing society had an impact not only on the workforce but also on the facets of human resources.

4.4.3 Code of Discipline and Performance of Public Universities

The study sought to find out the how the code of discipline influence performance of public universities in Kenya. The respondents were required to indicate their level of agreement with the effects of various attributes of collective bargaining on performance in a scale of one to five. The mean score and standard deviation for parameter used were obtained using SPSS and the results are as shown in table 4.6 below.

Table 4.6: Descriptive Statistics on Code of Discipline

<table>
<thead>
<tr>
<th>Code of discipline activities</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade unions members understand all the disciplinary measures in place within the organization</td>
<td>4.00</td>
<td>5.00</td>
<td>4.712</td>
<td>.4562</td>
</tr>
<tr>
<td>Our organization has a code of discipline</td>
<td>4.00</td>
<td>5.00</td>
<td>4.576</td>
<td>.4980</td>
</tr>
<tr>
<td>All members of staff are aware of the procedures of disputes and grievances settlement</td>
<td>2.00</td>
<td>5.00</td>
<td>3.773</td>
<td>.6515</td>
</tr>
<tr>
<td>Our organization uses codes of ethics in controlling strikes, lockouts, go-slows with or without notice in good time</td>
<td>2.00</td>
<td>5.00</td>
<td>3.318</td>
<td>.9633</td>
</tr>
<tr>
<td>Our organization has in place mechanisms of solving grievances and holding conciliations.</td>
<td>2.00</td>
<td>4.00</td>
<td>3.742</td>
<td>.6400</td>
</tr>
<tr>
<td>Discipline is key to all members of union in our organization.</td>
<td>2.00</td>
<td>5.00</td>
<td>3.939</td>
<td>.8015</td>
</tr>
<tr>
<td>Code of discipline affect organizational performance</td>
<td>2.00</td>
<td>4.00</td>
<td>3.697</td>
<td>.7226</td>
</tr>
</tbody>
</table>

Valid N (listwise)  
Source: Researcher (2018)
Results on Table 4.6 show that most of the respondents (mean = 4.712) with a (stdv = 0.4562) indicated that trade unions members understand all the disciplinary measures in place within the organization. A high number of respondents indicated that the organization has a code of discipline (mean = 4.576) with a (stdv = 0.4980). In addition, a high number of respondents indicated that discipline is key to all members of union in the organization with a mean of 3.939 and stdv of 0.8015. All members of staff are aware of the procedures of disputes and grievances settlement, and the organization has in place mechanisms of solving grievances and holding conciliations had a mean of 3.773 and 3.742 respectively. The effect of code of discipline on organizational performance had a mean of 3.697 while the respondents were indifference on whether the organization uses codes of ethics in controlling strikes, lockouts, goslows with or without notice in good time with a mean of 3.318. the finding of the study is in line with Achieng & Makori (2015) who explored that discipline is the attitude, behavior and deeds in accordance with the rules of the company both written or that is unwritten. He further argued that discipline is one of the requirements of employees to meet the standards of performance and behavior, including maintaining the presence of employees according to predefined time standards.

4.4.4 Code of Regulations and Performance of Public Universities

The study sought to establish the role of code of regulations on performance of public universities in Kenya. The respondents were required to indicate their level of agreement with the effects of various attributes of collective bargaining on performance in a scale of one to five. The mean score and standard deviation for parameter used were obtained using SPSS and the results are as shown in table 4.7 below.
Table 4.7: Descriptive Statistics on Code of Regulations

<table>
<thead>
<tr>
<th>Code of regulations activities</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization has a code of regulations</td>
<td>2.00</td>
<td>5.00</td>
<td>4.561</td>
<td>.7870</td>
</tr>
<tr>
<td>All members of staff are aware of procedures and repercussion of</td>
<td>2.00</td>
<td>5.00</td>
<td>3.758</td>
<td>.7245</td>
</tr>
<tr>
<td>industrial action</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our organization has a control mechanism on unfair practices in its</td>
<td>2.00</td>
<td>5.00</td>
<td>3.455</td>
<td>1.0696</td>
</tr>
<tr>
<td>operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The trade union members were sensitized on all legal frameworks</td>
<td>2.00</td>
<td>5.00</td>
<td>3.621</td>
<td>.8551</td>
</tr>
<tr>
<td>relating to labour relations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of staff know their rights on union membership and</td>
<td>2.00</td>
<td>5.00</td>
<td>3.985</td>
<td>.8502</td>
</tr>
<tr>
<td>participation in its activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There have been improvements on the code of regulations in place to</td>
<td>4.00</td>
<td>5.00</td>
<td>4.439</td>
<td>.5001</td>
</tr>
<tr>
<td>enhance organizational performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Code of regulations affect organizational performance</td>
<td>2.00</td>
<td>5.00</td>
<td>3.742</td>
<td>.7708</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

As shown in Table 4.7, majority of the respondents indicated that the organization has a code of regulations with a mean of 4.561 and stdv of 0.7870. A high number of the respondents with a mean of 4.439 and stdv of 0.5001 indicated that there have been improvements on the code of regulations in place to enhance organizational performance. In addition, a high number indicated that members of staff know their rights on union membership and participation in its activities with a mean of 3.985. All members of staff are aware of procedures and repercussion of industrial action, and the effect of code of regulations had organizational performance a mean of 3.758 and 3.742 respectively. The trade union members were sensitized on all legal frameworks relating to labour relations had a mean of 3.621 while the presence of organization control mechanism on unfair practices in its operations had a mean of 3.455. The findings of the study support Amah & Ahiauzu (2013), who noted that trade unions activities may include negotiation of wages, CBA’s, work rules,
complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. According to Addison and Schnabel, (2003), trade unions activities are beyond collective bargaining, roles such as role in increasing workers’ productivity or efficiency, improvement of workers discipline, improvement of workplace peace, regulations and harmony and participating in decision making with management are part of its activities.

4.4.5 Performance of Public Universities

The study sought to establish how selected trade union activities affects the performance of public universities by the considering their effect of efficiency, effectiveness, employees satisfaction, customer satisfaction and corporate image. The respondents were required to indicate how trade union activities effects performance in a scale of one to five. The mean score and standard deviation for parameter used were obtained using SPSS and the results are as shown in table 4.8 below.

Table 4.8: Descriptive Statistics on Performance

<table>
<thead>
<tr>
<th>Factors affecting performance</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade unions activities affects the efficiency in your organization</td>
<td>2.00</td>
<td>5.00</td>
<td>4.030</td>
<td>.9110</td>
</tr>
<tr>
<td>Trade unions activities affects the effectiveness in your organization</td>
<td>2.00</td>
<td>5.00</td>
<td>3.909</td>
<td>.9069</td>
</tr>
<tr>
<td>Trade unions activities affects the employee satisfaction in your organization</td>
<td>1.00</td>
<td>5.00</td>
<td>4.061</td>
<td>.9094</td>
</tr>
<tr>
<td>Trade unions activities affects customer satisfaction in your organization</td>
<td>3.00</td>
<td>5.00</td>
<td>4.379</td>
<td>.6508</td>
</tr>
<tr>
<td>Trade unions activities affects corporate image in your organization</td>
<td>2.00</td>
<td>5.00</td>
<td>4.333</td>
<td>.7713</td>
</tr>
<tr>
<td>Valid N (list wise)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
As shown in table 4:8, the effect of the trade unions activities on customer satisfaction rated highest with a mean score of 4.379 followed by its effect on corporate image with a mean score of 4.333. The effect of trade unions activities on the employee satisfaction and efficiency in the organization had a mean score of 4.061 and 4.030 respectively while its effect on effectiveness in the organization had a mean score of 3.909. Lusch and Lacznia (2009) asserts that performance of an organization can be measured in terms of system creativity and innovation, customer satisfaction and efficiency and effectiveness of internal business processes. The finding of the study indicates that trade union activities have a major impact on customer satisfaction, corporate image, employee satisfaction, efficiency and effectiveness in the organization which may hamper with performance. The finding concurs with Compa, (2004), who noted that employers often allege that labor unions activities, only talk about workers’ rights and ignore their obligations. They believe that unions activities are largely responsible for low productivity and poor performance of enterprise firms/organizations. According to Akhaukwa, Maru & Byaruhanga (2013), the institutions of higher learning are always experiencing a lot of conflicts which are mostly left unresolved. The frequency of go-slows, strikes, and riots in public universities has increased tremendously in the past decade to such an extent that students cannot tell when their studies would end because of frequent closures resulting from either or a combination of the three events.

4.5 Test of Regression Assumption

Testing assumptions of regressions is used to reduce biased estimates of the precision of regression coefficients, confidence interval and significance tests (Williams, Grajales & Kurkiewicz, 2013). The regression assumes that the residuals are normally distributed and there is little or no multicollinearity between the independent variables and dependent variables. These tests are usually performed to avoid spurious regression results from being obtained.

4.5.1 Multicollinearity Test

Multicollinearity occurs when more than two predictor variables are inter-correlated, Kothari (2004). This is an undesirable situation where the correlations among the independent variables are strong as it increases the standard errors of the coefficients.
To test for multicollinearity, Variance Inflation Variable (VIF) or tolerance, a diagnostic method was used to detect how severe the problem of multicollinearity is in a multiple regression model. VIF statistic of a predictor in a model indicates how much larger the error variance for the unique effect of a predictor (Baguley, 2012).

Using the VIF method, a tolerance of less than 0.20 and a VIF of more than 5 indicates a presence of multicollinearity. If two or more variables have a Variance Inflation Factor (VIF) of 5 or greater than 5, one of these variables must be removed from the regression analysis as this indicates presence of multicollinearity (Runkle et al., 1994). From Table 4.9 there is no VIF with a value of 5 or greater than 5 and therefore no presence of multicollinearity.

Table 4.9: Multicollinearity Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
<td>VIF</td>
</tr>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collective Bargaining</td>
<td>.618</td>
<td>1.618</td>
</tr>
<tr>
<td>Employee Welfare</td>
<td>.704</td>
<td>1.421</td>
</tr>
<tr>
<td>Code of Discipline</td>
<td>.575</td>
<td>1.739</td>
</tr>
<tr>
<td>Code of regulation</td>
<td>.570</td>
<td>1.755</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

4.5.2 Normality Test on the Dependent Variable

To test for normality the study employed the graphical method. The results from the graphical method are presented in the Figure 4.1 below, indicating that the residuals are normally distributed.
4.6 Regression Analysis

Multiple regression analysis was done to determine the effect of each factor of selected trade union activities on performance of public universities. Table 4.10, 4.11 and 4.12 shows the effect of each trade union activities on performance.

4.6.1 Model Summary

The study used a multiple regression model to determine the effect of independent variables on the dependent variable.

Table 4:10: Regression Model Summary

<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>.576a</td>
<td>.332</td>
<td>.288</td>
<td>.64061</td>
</tr>
</tbody>
</table>


b. Dependent Variable: Performance of public university
From the regression results above, the R value was 0.572 indicating that there is a relationship between code of regulation, employee welfare, collective bargaining and code of discipline on performance of public university. The R squared ($R^2$) value of 0.332 shows that 33.2 percent of performance of public university is explained by selected trade union activities used in the study. The remaining 66.8 percent is explained by other factors put in place by public universities to improve performance.

4.6.2 Test of ANOVA

Analysis of variance (ANOVA) was used to evaluate whether statistical model could fitted to a data set from which the data were sampled.

Table 4:11 Regression Analysis ANOVA Table

<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>12.424</td>
<td>4</td>
<td>3.106</td>
<td>7.568</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>25.034</td>
<td>61</td>
<td>.410</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>37.458</td>
<td>65</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of public university


The results of ANOVA revealed that the entire model was significant with the F ratio = 7.568 at p Value 0.000< 0.05. This is an indication that the model can be relied upon.

4.6.3 Beta Coefficients

Beta coefficients were used to determine the causal effect of the independent variables on the dependent variable. Below are the values as extracted from SPSS.
Table 4.12 Regression Analysis Coefficient Table

<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>(Constant)</td>
<td>1.101</td>
<td>.959</td>
<td>1.148</td>
<td>.255</td>
</tr>
<tr>
<td>Collective Bargaining</td>
<td>-.682</td>
<td>.224</td>
<td>-.405</td>
<td>-3.039</td>
</tr>
<tr>
<td>Employee Welfare</td>
<td>1.046</td>
<td>.203</td>
<td>.643</td>
<td>5.156</td>
</tr>
<tr>
<td>Code of Discipline</td>
<td>-.265</td>
<td>.262</td>
<td>-.140</td>
<td>-1.012</td>
</tr>
<tr>
<td>Code of regulation</td>
<td>.572</td>
<td>.232</td>
<td>.342</td>
<td>2.468</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of public university

Source: Researcher (2018)

Table 4.12 shows that the beta coefficients of the resulting model indicate that employee welfare and code of regulation activities have a positive effect on performance of public universities with slopes of $\beta_2=1.046$ and $\beta_4=0.572$ respectfully. This implies that holding all other variables constant, the performance public universities increase by 1.046 units when employees’ welfare activities goes up by one unit and increase by 0.572 units when code of regulation activities goes up by one unit. Collective bargaining and code of discipline activities have a negative effect on performance of public universities with slopes of $\beta_1=-0.682$ and $\beta_3=-0.265$ respectfully which implies that performance of public universities decrease by 0.682 units when collective bargaining activities increases by one unit and reduce by 0.265 when code of discipline activities increases by one unit. The regression equation for the effect can be stated as shown: $Y= 1.101 - 0.682X_1 + 1.046X_2 - 0.265X_3 + 0.572X_4 + 0.959$. This implies that holding all factors constant, performance public universities would be 1.101.

The study found out that there was negative and statistically significant relationship between collective bargaining and performance of public universities at P value 0.003 which is less than 0.05. This can be attributed to the fact that collective bargaining are normally concerned with negotiation for better pay, working conditions among others which have a cost implications. The finding of the study assert statement made during
Worlds of Education (2017), that worldwide, trade unions have continued to demand that the professional voices of their members be heard, and that their experiences and expertise be valued and appropriately rewarded. Gichaba (2013), also noted trade unions activities play critical role in championing for continued improvement of job security and terms and conditions of employment for employees among others. According to Olson (2009), employers consider trade unions activities as organizations only striving to secure benefits for their members, such as financial gains like raise of wages, bonuses, various allowances insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work places, and recreational facilities and decreasing fear of employer through collective bargaining.

The study found out that there was positive and statistically significant relationship between employee welfare and performance of public universities at P value 0.000 which is less than 0.05. The findings of the study concurs with Tiwari (2014), who found out that organizations provided welfare facilities to their employees to keep their motivation levels high. Based on the finding of this study motivated employees improves productivity which in turn increases performance. Similarity, Rari & Raja (2016) explored on how many organizations used the concept of employee welfare programmes as a strategy of improving productivity of employees since work related problems could lead to poor quality of life for employees and a decline in organizational performance. They found out that the welfare activities promoted economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation. Manzini & Gwandure (2014), noted that logically, the provision of welfare schemes was to create an efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities was to make their work life better and to raise their standard of living (Padmini, 2016). Park (2015) argued that work environment comprised of issues such as working hours, employment policy, workers’ health and welfare, workplace design and the general conduct of workers at the workplace.

The study found out that there was negative and statistically significant relationship between code of discipline and performance of public universities at P value 0.316
which is greater than 0.05. Mullins (2005) asserted that, progressive discipline was a process for dealing with job related behavior that did not meet expected and communicated performance standards. The implication to the study is that when dealing with disciplinary cases the performance is hampered with. Achieng & Makori (2015), noted that the ability to effectively address employee non-compliance was a challenge to many managers or supervisors as they affect employee performance hence organizational performance. The finding of this study contradict Crane (2007), who eluded that discipline could be positively related to performance. Alexander (2000), also noted that there was a direct positive influence of work discipline, organizational performance and availability of trade unions. However for employees working in public universities strict adherence to code of discipline results to inverse relationship with performance which can be associated with the caliber of employees who may require a lot of flexibility in their operations.

The study found out that there was positive and statistically significant relationship between code of regulation and performance of public universities at P value 0.016 which is less than 0.05. The finding of the study that code of regulation leads to improved performance asserts earlier findings by Orlitzky et al (2003) who found out that the employees’ code of regulations had a positive impact on employee and organizational performance. Baron (2000) did a study on the relationship between employee code of regulations and employee performance which was a primary issue in the field of business and society and found similar results. Hassan (2005), did a study on the effect of code of regulations on performance of employee and organizational and found out that code of regulations enabled the employees to abide to the rules and regulations set and this enabled in improving the performance of employee and organizational and grievance procedures.

Based on the finding of the study the optimal regression equation for this study can be stated as: \[ Y = 1.101 - 0.682X_1 + 1.046X_2 + 0.572X_4 + 0.959 \]. Where 1.101 is the constant, \( X_1 \) is collective bargaining index, \( X_2 \) is employees welfare while \( X_4 \) is code of regulation. Code of discipline had inverse but insignificant effect on performance of public universities and therefore dropped from the optimal regression equation.
The study conclude that since majority of the employees are members of trade unions and the findings has clearly revealed that some trade union activities had a direct relationship with performance of public universities. Therefore it is important for Universities’ Councils to work in harmony with the unions and strive to foster good relations which are geared towards enhancing performance. A number of studies showed that where workers had their terms and conditions of employment determined through collective bargaining and where management supported unions, there was an improved industrial relations environment (Edwards, 2002; Beardwell et al., 2004).

Hyman (2007), opined that most governments and employees associate trade union activities with workers strikes, slow-downs, or work stoppages especially in developing countries but the results of the study revealed that some trade union activities such as employee welfare and establishment of the code of regulation can lead to enhance performance. In addition, employers often allege that labor unions activities, only talk about workers’ rights and ignore their obligations (Compa, 2004) but the finding of this study revealed that effective engagement could also lead to improved performance.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter is a synthesis of the entire report and contains the summary of the findings, conclusion arrived at and policy recommendations arising from the study. Research gaps identified during the study are also identified as basis for future studies.

5.2 Summary of the Findings
This study aimed at investigating the influence of selected trade unions activities on performance of public universities in Kenya. The specific objectives of the study were to establish the effect of collective bargaining, employee welfare, code of discipline and code of regulations on performance of public universities in Kenya. Overall, the findings of the study revealed that the collective bargaining, employee welfare and code of regulations had statically significant effect on performance of public universities in Kenya

5.2.1 Collective Bargaining and Performance of Public Universities
The first objective of the study was to establish the role of collective bargaining on performance of public universities in Kenya. The findings of the descriptive statistic further indicated that collective bargaining is considered as a key factor on organizational performance and the union officials are actively involved in communicating the importance and improvement of wage scales to its members. The study further revealed that the members of staff participate in trade unions activities in order to improve the working conditions. Trade unions members’ adhere to the guidelines and conditions on working hours, and the effect of implementation of collective bargaining agreement on organizational performance. The respondents were indifference on whether the members of trade unions are sometimes awarded bonuses and appreciation packages for effective negotiation. The results of regression analysis indicated a negative and statistically significant relationship between collective bargaining and performance of public universities
5.2.2 Employee Welfare and Performance of Public Universities

The second objective of the study sought to assess the influence of employee welfare on performance of public universities in Kenya. The findings of the descriptive statistic indicated that a package for house allowance is provided for the members of staff and the members of union and officials are allowed to be on leave like any other member of staff. Benevolent fund established in the institutions were found to meet the needs of the employees. The emphasizes on employee welfare and a wide variety of mechanisms for employees welfare is in place which includes a comprehensive medical cover although the training of members of staff on health and safety and other types of training was not frequently done. The results of regression analysis indicated a positive and statistically significant relationship between employee welfare and performance of public universities in Kenya.

5.2.3 Code of Discipline and Performance of Public Universities

The third objective of the study sought to find out the how the code of discipline influence performance of public universities in Kenya. The findings of the descriptive statistic indicated that the organization has a code of discipline and trade unions members understand all the disciplinary measures in place within the organization. It was noted that discipline is key to all members of union in the organization and the members of staff are aware of the procedures of disputes and grievances settlement. The organizations were found to have put in place mechanisms of solving grievances and holding. However, the respondents were indifference on whether the organization uses codes of ethics in controlling strikes, lockouts, goslows with or without notice in good time. The results of regression analysis indicated a negative and statistically insignificant relationship between code of discipline and performance of public universities in Kenya.

5.2.4 Code of Regulations and Performance of Public Universities

The fourth objective of the study sought to establish the role of code of regulations on performance of public universities in Kenya. The findings of the descriptive statistic indicated that the public universities have a code of regulations which is improved regularly in order to enhance organizational performance. The members of staff were
found to have general knowledge on their rights upon being union member and level of participation in its activities. Members of staff were also found to be aware of procedures and repercussion of industrial action and the effect of code of regulations had organizational performance. The study further revealed that trade union members were sensitized on all legal frameworks relating to labour relations but it seemed like there was no control mechanism on unfair practices in its operations. The results of regression analysis indicated a positive and statistically significant relationship between code of regulation and performance of public universities in Kenya.

5.3 Conclusion

The finding of the study revealed that collective bargaining had negative and statistically significant effect on performance of public universities. This can be attributed to the fact that collective bargaining are normally concerned with trade union officials negotiating for better working conditions and remuneration which has a cost implications hence reducing performance of public universities. However if collective bargaining process is effectively managed through collective negotiation and consultation with the workers’ representatives it can lead to effective industrial relations environment

The finding of the study revealed that employee welfare had a positive and significant effect on performance of public universities. The indication is that when employees general well-being is taken into consideration interns of conducive working conditions, guaranteed health and safety, job security among other employees motivation is boosted which in turns leads to improved performance.

The finding of the study revealed that code of discipline had negative and statistically insignificant effect on performance of public universities. The indication is that when rules are set in public universities which the employees are expected to adhere to strictly and non-conformity to reprimand it may affect the morale which could results to decrease in productivity and hence organization performance.

The finding of the study revealed that code of regulation had a positive and significant effect on performance of public universities. The indication is that if the code of
regulation is put in place all members of staff will tend to adhere with the regulations resulting to minimal interruptions hence the performance is not adversely affected.

5.4 Recommendations
Following the findings of this study, a number of recommendations can be made. The study findings show that the collective bargaining has an inverse effect on performance of public universities. Following these findings, this study recommends that there should be a timeframe after specific collective bargaining agreement has been made from which the another process can be initiated to avoid frequency of such negotiation since they adversely affect performance.

The finding revealed that the employee welfare had a positive and significant effect on performance of public universities. Following these findings, this study recommends that public universities should put more emphasis on prioritizing activities focusing on employees welfare since they leads to improved performance.

Code of regulation was found to have positive and statistically significant effect on performance of public universities. Therefore public universities should also embark on reviewing its code of regulations to ensure that the regulations are clearly stipulated since if adhered to performance is enhanced.

Some trade union activities were found to have a direct relationship with performance of public universities. Therefore it is important to work in harmony with the unions and strive to foster good relations with the Universities' Councils, who are the employers of its members.

5.5 Suggestions for Further Research
This study makes an important contribution in our understanding how selected trade union activities such as collective bargaining, employee welfare, code of regulation and code of discipline affect performance of public universities and recommended what need to be done in order to improve performance. Arising from this study, the researcher makes a number of recommendations for further research. A study
focusing on the challenges faced by public universities when addressing issues raised by the trade unions.

Future researchers may also adopt a case study research design for other public institutions such as health sector which would further add value in understanding the effect of trade union activities on performance in health sector.

This study considered four trade union activities namely collective bargaining, employee welfare, code of regulation and code of discipline. Future researchers should also focus on other types of composition activities of trade union that may affect performance of public universities.
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Dear Respondent,

I would like to invite you to take part in my research on “Influence of selected trade unions activities on performance of Public Universities in Kenya”. I hope you can give your contribution for this research which is the part of a Masters degree carried out in the School of Business, Kenyatta University. Please take a few minutes to respond to the questions in the questionnaire.

I would like to thank you for your co-operation and assure you that all information given will be anonymous and will be treated in strict confidence.

Thank you.

Yours faithfully,

Naomi Nkirote

NAOMI NKIROTE
P. O. BOX 657 NYERI
TEL 0722- 854 978
APPENDIX 2: QUESTIONNAIRE

Instructions
Please answer by either ticking in the boxes or filling the blank spaces provided.

Section A: General information
1. Kindly indicate your gender (Tick where applicable)
   - Male
   - Female

2. Your highest education level (Tick where applicable)
   - Secondary education
   - Diploma
   - Bachelors degree
   - Masters degree
   - PhD degree
   - Others, specify ..........................................................

3. What is your current job grade (Tick where applicable)
   - I-IV
   - V-X
   - XI-XV
   - Other, Please specify ..............................................

4. How long have you been in this organization? (Tick where applicable)
   - Less than 5 years
   - 5 – 10 years
   - More than 10 years

5. What is the name of your University?
   Please specify ..........................................................

6. For how long has the University been in operation (Tick where applicable)
   - 2-4 years
   - 5-7 years
   - 8-10 years
   - Above 11 years

7. Do you have trade unions in your University? (Tick where applicable)
   - Yes
   - No

8. What is your category? (Tick where applicable)
   - Teaching
   - Non-teaching
9. Which trade union do you belong to? (Tick where applicable)

- UASU
- KUSU
- KUDHEIHA
- Others, please specify: 

10. Is your University trade union registered and protected by the law? (Tick where applicable)

- Yes
- No

**Section B**

**Collective bargaining**

11. Kindly confirm your level of agreement with the following attributes on collective bargaining.

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>I</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Collective bargaining is considered as a key factor on organizational performance.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Union officials are actively involved in communicating the importance and improvement of wage scales to its members.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td>Trade unions members adhere to the guidelines and conditions on working hours.</td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td>Members of staff participate in trade unions activities in order to improve the working conditions.</td>
<td></td>
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</tr>
<tr>
<td>5.</td>
<td>Members of trade unions are sometimes awarded bonuses and appreciation packages for effective negotiation.</td>
<td></td>
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</tr>
</tbody>
</table>
There are appreciation packages for the members of trade union.

Implementation of collective bargaining agreement affects organizational performance.

Employee welfare

12. Kindly confirm your level of agreement with the following attributes on employee welfare

SA – Strongly Agree    A – Agree    I – Indifferent    DA – Disagree    SDA – Strongly Disagree

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>I</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Your organization emphasizes on employee welfare.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Benevolent fund meets the needs of the employees</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td>A wide variety of mechanisms for employees welfare is in place which includes a comprehensive medical cover</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td>Members of union and officials are allowed to be on leave like any other member of staff</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5.</td>
<td>Members of staff are regularly trained on health and safety and other types of training.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6.</td>
<td>A package for house allowance is provided for the members of staff.</td>
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</tr>
<tr>
<td>7.</td>
<td>Employee welfare in place affect organizational performance</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
**Code of discipline**

13. Kindly confirm your level of agreement with the following attributes on code of discipline

SA – Strongly Agree  A – Agree  I – Indifferent  
DA – Disagree  SDA – Strongly Disagree

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>I</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trade unions members understand all the disciplinary measures in place within the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Our organization has a code of discipline</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td>All members of staff are aware of the procedures of disputes and grievances settlement</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td>Our organization uses codes of ethics in controlling strikes, lockouts, goslows with or without notice in good time</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5.</td>
<td>Our organization has in place mechanisms of solving grievances and holding conciliations.</td>
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</tr>
<tr>
<td>6.</td>
<td>Discipline is key to all members of union in our organization.</td>
<td></td>
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</tr>
<tr>
<td>7.</td>
<td>Code of discipline affect organizational performance</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**Code of regulations**

14. Kindly confirm your level of agreement with the following attributes on code of regulations

SA – Strongly Agree  A – Agree  I – Indifferent  
DA – Disagree  SDA – Strongly Disagree
<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>I</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Our organization has a code of regulations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>All members of staff are aware of procedures and repercussion of industrial action</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td>Our organization has a control mechanism on unfair practices in its operations</td>
<td></td>
<td></td>
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<tr>
<td>4.</td>
<td>The trade union members were sensitized on all legal framework relating to labour relations.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5.</td>
<td>Members of staff know their rights on union membership and participation in its activities.</td>
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</tr>
<tr>
<td>6.</td>
<td>There has been improvements on the code of regulations in place to enhance organizational performance</td>
<td></td>
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</tr>
<tr>
<td>7.</td>
<td>Code of regulations affect organizational performance</td>
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</tr>
</tbody>
</table>

**Section C**

**Performance**

15. Kindly confirm your level of agreement with the following attributes on performance of public universities.

VGE – Very Great Extent   GE – Great Extent   ME – Moderate Extent
SE – Small Extent         NE – No Extent
<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>VGE</th>
<th>GE</th>
<th>ME</th>
<th>SE</th>
<th>NE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trade unions activities have a positive impact on the efficiency in your organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Trade unions activities have a positive impact on the effectiveness in your organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Trade unions activities have a positive impact on the employee satisfaction in your organization</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td>Trade unions activities have a positive impact on the customer satisfaction in your organization</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5.</td>
<td>Trade unions activities have a positive impact on the corporate image in your organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 3: Authorization letter from NACOSTI

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

DATE: 30th August, 2016

Our Ref: D53/NYI/PT/39234/2016

Director General,
National Commission for Science, Technology & Innovation
P.O. Box 30623-00100,
NAIROBI

Dear Sir/Madam,


I write to introduce Ms. Naomi Nkirote who is a Postgraduate Student of this University. She is registered for M.B.A degree programme in the Department of Human Resource Management.

Ms. Nkirote intends to conduct research for an M.B.A Project Proposal entitled, “Influence of Selected Trade Unions Activities on Performance of Public Universities in Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. PAUL OKEMO
FOR: DEAN, GRADUATE SCHOOL
APPENDIX 4: Approval Letter from Graduate School

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: demt-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School

TO: Naomi Nkrote
C/o Human Resource Management Department

DATE: 30th August, 2018

REFERENCE: D58/NY/PT/39234/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board 22nd August, 2016 entitled “Influence of Selected Trade Unions Activities on Performance of Public Universities in Kenya”.

You may now proceed with your Data collection, subject to clearance with the Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

JULIA GITU
FOR: DEAN, GRADUATE SCHOOL

CC: Chairman, Human Resource Management Department

Supervisors:

1. Dr. David Kiuru
C/o Human Resource Management Department
Kenyatta University