FACTORS INFLUENCING EMPLOYER-EMPLOYEE RELATIONSHIP IN STRATEGY EXECUTION IN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI, KENYA

BY

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DECLARATION

I, the undersigned declare this research project is my original work and has not been submitted for a degree in any other university.

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DEDICATION

I dedicate this project to my family; husband Dr. Elly Nyaim for inspiration, Children Jane and Esther for their understanding and encouragement, Sisters Alice, Caren for their invaluable support, throughout the research period. I also dedicate this to my late Father Enos Mori for laying the basic educational foundation that has enabled me reach this far and my mother Grace for all the prayers.
ACKNOWLEDGEMENT

Special thanks to my supervisor Dr Stephen Muathe. The support and guidance provided helped me in writing this proposal. I also thank my supervisor for the patience and understanding throughout this work. Thanks to the Almighty God for the life and energy to see this through.

I pay gratitude to Kenyatta University Open Learning staff for standing with me and encouraging me during the difficult times, Dondi and team thank you. Also thanks to friends for taking time to read through my work and all the support.

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**OPERATIONAL DEFINITION OF TERMS**

**Employer:** A legal entity that controls and directs a servant or worker under an express or implied contract of employment and pays (or is obligated to pay) him or her salary or wages in compensation.

**Employee:** A person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

**Strategy:** A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

**Organization:** A social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. All organizations have a management structure that determines relationships between functions and positions, and subdivides and delegates roles, responsibilities, and authority to carry out defined tasks. Organizations are open systems in that they affect and are affected by the environment beyond their boundaries.
### LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>EOR</td>
<td>Employee-Organization Relationship</td>
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<tr>
<td>HIV</td>
<td>Human immunodeficiency virus</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>SBU</td>
<td>Strategic Business Units</td>
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ABSTRACT

The Employer-Employee relations are very important in employment relationship and strategy execution in any organization. Employer-employee relationship determines behavior in terms of motivation, communication and level of commitment which are important in strategy execution in any organization. The main objective of this study was to investigate the factors influencing employer-employee relationship in strategy execution in Non-Governmental Organizations in Nairobi County. In achieving this, the study sought to achieve the following objectives: establish the influence of communication process on employer-employee relationship and strategy execution among NGOs in Nairobi County; determine the effects of technological changes on the employer-employee relationships and strategy execution among NGOs in Nairobi County; examine the effects of Working Environment on the employer-employee relationship and strategy execution among NGOs in Nairobi County; and determine the influence of organizational structure on the employer-employee relations and strategy execution among NGOs in Nairobi County. This study applied a cross-sectional study design which made use of descriptive research design emphasizing the measurement and analysis of relationships between variables. The target population comprised of 1002 NGOs in Nairobi. A representative sample of 101 NGOs being 10% of the population was used in the study. The study used primary data which was collected using a questionnaire. The data was analyzed using quantitative and qualitative techniques. The data was analyzed using SPSS (Statistical Package for Social Sciences) and presented using frequency tables, line graphs, pie charts and bar charts. The study found out that the employer clearly communicated future strategies to all employees for smooth execution. The study also established that better technology had boosted strategy execution; equipment of the company was well maintained and serviced; the technology in the firm was updated; the organization had invested in adequate equipment for each employee’s smooth working. In addition, the study found out that the organization provided conducive work environment for employees.
CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

1.1.1 Background to the Employer-Employee Relations

Akers (2002) observes that during the first developments of modern economy in the Industrial Revolution, the pattern of relationships between the workforce and firm owners emerged and became rooted in labour management. Working conditions were so dramatic that compelling labour laws were necessary to correct the negative externalities of the market law. At this stage, the individual was totally assimilated to capital. It was not the human qualities of physical persons that were needed in businesses but the “complement” of capital, the means to enhance the capacity of equipment and money; it was then a resource like any other one. The means of production other than labour was what concentrated all attentions and was the nerve of the war. From then on, the analysis of the workforce was carried out similarly as technical and financial resources.

Perspectives on employer-employee relations have undergone significant changes, and business historians can claim a substantial contribution to the subject's development. What was once the study of trades unions and collective bargaining was transformed into an investigation of shop-floor organization and the regulation of employment. The focus moved to the firm, its objectives and its capabilities, and, as a result, business historians offered insight into the evolution of labor management. Just as technological progress altered production systems and skill requirements greater returns to scale influenced the size, capabilities and needs of firms (Wajcman, 2000).
During the twentieth century, the employment and corporate welfare schemes which replaced owner paternalism also expressed a sense of mutual obligation between company and employee but began to incorporate a new managerial Philosophy. By the 1920s, large-scale organization and planning were being equated with higher wages, social security, and, ironically, stability of employment, and it was argued that only "human values" in industry could overcome class divisions (Cheese, Craig & Thomas, 2008). Although paternalism became a dated concept in many but not all industries, Christian ethics continued to vindicate the ultimate goals of managerialism and "scientific" administration.

Dominant forms of work organization have evolved from authoritarian management systems and concepts embodied in scientific management to more human relations oriented forms associated with modern human resource management (HRM). In each stage of this development, the efficient organization of work in production has been the focus and it is now widely recognized that across organizations, performance is enhanced by the effective management of human resources and the development of organizational commitment on the part of both labour and management (Grimshaw, Ward, Rubery, and Beynon, 2001). The influence of corporate governance on the nature of the HRM practices that are designed and implemented within an organization derives from the requirements of the dominant stakeholder and the contribution HRM might make to the achievement of these objectives. Corporate governance also has consequences for the effective translation of HRM practices into HRM outcomes because by prioritizing
stakeholder interests, it determines the degree of organizational commitment that internal stakeholders are willing and able to extend to one another.

Corporate governance therefore impacts the effectiveness of HRM practices in achieving the productive objectives to which they have been set. Because the diffusion of responsibility for production, process improvement and innovation has been shown to significantly improve organizational performance through the cooperation of stakeholders in the productive process and their voluntary contribution of skills, experience and commitment to meet organizational objectives, corporate governance plays a central role in the ability of firms to perform effectively over the long term (Wajcman, 2000).

1.1.2 Global Perspectives on Employer-Employee Relationship

According to the International Labour Organization (ILO) 95th Session (2006) the employment relationship is a legal notion widely used in countries around the world to refer to the relationship between a person called an employee (frequently referred to as a worker) and an employer for whom the employee performs work under certain conditions in return for remuneration. It is through the employment relationship, however defined, that reciprocal rights and obligations are created between the employee and the employer. The employment relationship has been, and continues to be, the main vehicle through which workers gain access to the rights and benefits associated with employment in the areas of labour law and social security. It is the key point of reference for determining the nature and extent of employers’ rights and obligations towards their workers.
The field of human resource management (HRM) has evolved substantially during the past 90-100 years. With growing recognition of the increasing returns to greater worker involvement in the planning and execution of work, as well as to worker self regulation and a more democratic style of management, HRM has become an increasingly important component of organizational strategy (Grimshaw et al., 2001). Broadly speaking, its purpose is to foster a preemptive rather than re-active approach to operational efficiency, quality control, and innovation by shifting responsibility and accountability for decision making (on the part of both employees and managers responsible for employee related matters) towards the shop floor. The widespread adoption of HRM testifies to a shift in labour management practice 'from coercion to the attempted production of self-regulated individuals' (Wajeman, 2000).

1.1.3 Non-Governmental Organizations (NGOs) in Kenya

According to Kameri (2000) the roots of NGOs in Kenya can be traced to philanthropic activities during the colonial times. During this time, the activities of NGOs focused mainly on welfare. These activities later changed and developed to cover not only the provision of services but also political action and advocacy. The National Council of Non-Government Organizations (2003) states that most non Governmental Organizations are funded by private donors, international agencies and the Kenyan Government initiatives.

The main areas of concern for these organizations include Health, Housing, Sanitation Food and providing other needs and basic facilities. There is also the issue of Gender
inequality, HIV /AIDS support and the Adult care as well as charity. Most of these NGOs are health based, improving the livelihood of most Kenyans who live below the poverty line. The purpose of this study is therefore to examine factors in the manager/employer and employee relationships within the NGO framework in Nairobi County and how these influence execution of strategy and organizational performance.

1.2 Statement of the Problem

The Employer-Employee relations is very important in employment relationship covering key areas of Employment relationship, Collective Bargaining, performance and reward management also Employee involvement which help to determine the nature of organizational commitment and execution of strategy thus affecting organizational performance (Beardwell and Claydon, 2007). Performance and reward management relates to the use of individualized pay, performance-related pay and performance management. These factors determine behaviour in terms of motivation, communication and level of commitment (Henderson, 2008). Employee involvement is a form of employer-employee relations that allows more participation of the employee in organizational decisions; this is when employees can influence decisions that are normally reserved for management (Marchington and Wilkinson 2008). Employee relations is characterized by both conflict and cooperation, Marchington and Wilkinson (2008) described the management of employee relations as being vital to the success or failure of an organisation and it is seen as central to Human resource management. Good relationship between employee and employers reduce resistance to change which is a constant thing in any operating environment considering the competitive nature of
industries and technological advancement. The importance of employer-employee relationship becomes more critical, reason being that to meet constant changing needs of consumers, effective human resource management becomes very crucial in achieving business success.

The Non-Governmental Organizations (NGOs) operating in Kenya has witnessed exponential growth over the past ten years. Kameri (2000) reports that the qualitative and quantitative growth of NGOs in Kenya over the last quarter of the 20th Century has been enormous. For example, by 1995, there were 23,000 registered women organizations in the country. NGOs registered by the NGO coordination bureau were at 1441 compared to 250 in 1993. The NGOs have been used as alternative vehicles of aids transfer in the Country as opposed to teaming with the Government (NGO Council, 2011). The NGOs receive resources from donors for undertaking identified projects. At the end of a given project, evaluation is conducted to determine how well the organization has executed it mandate as promised in the agreement with the donor. In most NGOs however, the relationship between employer and employees is hampered by the strict guidelines to be adhered to or else the support is cut. As a result of poor employer-employee relationship, many NGOs have ended up with no financial support to execute their strategic plans. Employees are very critical in transforming the NGOs plans into action thereby leading to smooth strategy execution and attainment of the set organizational objectives. All NGOs have operating structures and hierarchies in terms of human capital which explains why the success, power and influence of some of them have remained visible for decades. Significantly, most literature on these NGOs focuses on performance in terms of project
initiation, implementation and completion. This study therefore sought to fill this
research gap by investigating the factors influencing employer-employee relationship in
strategy execution in Non-Governmental Organizations in Nairobi County.

1.3 Objectives of Study

1.3.1 General objectives

The main objective of the study was to investigate the factors influencing employer-
employee relationship in strategy execution in Non-Governmental Organizations in
Nairobi County

1.3.2 Specific Objectives

i. To establish the influence of Communication process on employer-employee
   relationship and strategy execution among NGOs in Nairobi County

ii. To determine the effects of technological changes on the employer-employee
    relationships and strategy execution among NGOs in Nairobi County

iii. To examine the effects of Working Environment on the employer-employee
     relationship and strategy execution among NGOs in Nairobi County

iv. To determine the influence of organizational structure on the employer-employee
    relations and strategy execution among NGOs in Nairobi County

1.4 Research Questions

The study will be guided by the following research questions;

i. How does communication process affect the employer-employee relationship and
   overall strategy execution in NGOs in Nairobi County?
i. How do technological changes affect the employer-employee relationship and overall strategy execution in NGOs in Nairobi County?

ii. How does working environment affect employer-employee relations and overall strategy execution in NGOs in Nairobi County?

iii. How does an organizational structure influence employer-employee relations and overall strategy execution in NGOs in Nairobi County?

1.5 Significance of Study

The study provided managers and employees of NGOs an opportunity to express their views on the operations of their organizations with respect to human resource management and relations. Through this, it might be clear, issues in manager-employee relations, which need review or enhancement. The findings of the study would be useful addition to the broad discipline of human resource management and industrial relations. The findings would also be a useful indicator to stakeholders and policy-makers including the government of Kenya and other funding agencies of the issues that need to be addressed in terms of employment relations among NGOs. The findings would be able to create new benchmarks that could be considered during audit of NGOs.

1.6 Scope of Study

The study focused on NGOs that have been operational at least for a decade. Such NGOs, the study argues, provided a suitable data for analysis of the selected factors that affect influencing employer-employee relationship in strategy execution over a significant period of time. In terms of access, the study proposed to focus only on NGOs that had
headquarters in Nairobi County. Finally, the study considered top managers and selected employees in the course of the analysis of selected factors as indicated in the objectives.

1.7 Limitations of Study

Since the intended analysis focuses on the most likely relationship between employers and their employees, or managers who directly determine other workers' hiring and retention, incidences of the fear to honestly express opinions might arise. This could be more common with employees. Second, situations arose where managers are reluctant to discuss how they related with their employees for fear of litigation in cases of contravention to established labor laws. In both these instances, the researcher endeavored to clearly explain the exclusively academic purpose of the study to the respondents.

Another limitation that the researcher envisages relates to access and time. Most employees and managers in the NGOs had projects in areas out of Nairobi County. In situations where the researcher was not able to follow them to the field, data collection was delayed.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of literature related to the study. The section contained literature on the theoretical review, employee relations, factors affecting employee relations, legal factors in employee relations and conceptual framework. The conceptual framework indicates variables within the study.

2.2 Theoretical Review

Research on the Employee-Organization Relationship (EOR) has drawn upon social exchange (Blau, 1964) and the inducements-contributions model (March & Simon, 1958) to provide the theoretical foundation to understanding the employee and employer perspectives to the exchange. Although different views of social exchange exist, there is consensus amongst theorists that social exchange involves a series of interactions that generate obligations to reciprocate (Cropanzano & Mitchell, 2005). In essence, three aspects are fundamental to social exchange: relationship, reciprocity and exchange. A social exchange relationship begins with one party bestowing a benefit to another. If the beneficiary reciprocates, and then a series of benefits exchanges occur, this creates feelings of mutual obligation between the parties. Over time, the relationship can then be characterized as one where the exchange partners trust each other to reciprocate benefits received.

Trust is required between the parties to social exchange because there is some inherent risk that the benefits provided will not be returned (Cotterell, Eisenberger, & Speicher,
1992; Eisenberger, Cotterell, & Marvel, 1987) since the nature and timing of these benefits are not specified (Blau, 1964). Therefore, social exchange relationships involve recurring exchanges of benefits in which both parties understand and abide by the "rules of engagement" – the bestowing of a benefit creates an obligation to reciprocate.

The inducements-contributions model (March & Simon, 1958) views the employment exchange as one where the organization offers inducements in return for employee contributions. Individual employees are satisfied when there is a greater difference between the inducements offered by the organization and the contributions given in return. From the organization's perspective, employee contributions need to be sufficient enough to generate inducements from the organization, which in turn need to be attractive enough to elicit employee contributions. Although March and Simon (1958) did not make it explicit, they viewed the exchange relationship as ongoing but contingent upon an employee perceiving greater imbalance (in their favour) between the contributions they need to give in return for organizational inducements. Thus, the inducements-contributions model is based on a reciprocal exchange between an employee's contribution and the organization's inducements.

This study finds that these two frameworks have been widely adopted as the basis for EOR research. However, they make a number of assumptions regarding (a) who is party to the relationship, (b) the norm of reciprocity as the functioning rule, and (c) the value of the resources exchanged. Each of these is of considerable importance to understanding exchange relationships yet for the most part they have remained ignored or implicit in most research works as well as practical implications within respective organizations.
This study proposes to relate these models and their developments in the management-employee relationships among NGOs in Nairobi County with a view to determining how practical or useful they are in the context of strategy execution.

In terms of theoretical frameworks, this study explores some fundamental industrial relation theories that seek to explain labor relations and workplace environments that determine labor relations. The first is Taylor’s (1974) theory of scientific management. As a management practice, this particular theory holds that the employment relations choices of management must start from the assumption that employees are immature in the ways of work, are prone to avoid it whenever possible, and have limited, self-centered aspirations and time-horizons. In so far as this conflict with the aspirations and time-horizons of organizations, efforts to reduce the outward manifestation of internal tension are to be undertaken by direct and highly rigid control of the workplace activities of employees. Indeed it is the task of management to show rational leadership when recruiting and directing workers, to have a clear understanding of the tasks employees are expected to perform, and to have untrammelled prerogatives to control the pace and processes under which they work.

The second theory comes from the human relations school (Maslow, 1954; Mayo, 1933; Child, 1967). In this case the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment in the workplace. Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued
that they will invariably find ways to subvert the methods of control that enforce these conditions. The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization. To this end, companies operating on this basis are expected to recognize the right of employees to have a say in how they are governed. They are also expected to take an active interest in developing the skills of employees as a means of demonstrating a commitment to their personal well-being. In whatever form, the aim of this managerial approach to employee relations is one that seeks to reduce internal tensions by developing the sense of workplace satisfaction felt by employees through techniques that involve them in the organization and regulation of work.

The third theory refers to human resource management practices (Stone, 1995; Blyton & Turnbull, 1992; Guest, 1989). This form of management practice differs from the previous two in that it starts from the belief that organizational tensions can be completely resolved by nurturing a psychological contract based on cooperation. The employee relations' choices in this instance are predicated on the belief that the forces uniting managers and employees are far stronger than the forces dividing them. It is the task of management to facilitate these unifying forces by establishing workplace conditions that encourage autonomous individuals, whether employees or management, to work collaboratively for the common good. Companies taking this approach are expected to regard workplace relations holistically, whereby collaboration between management and employees is encouraged through the development of a unifying culture, strong and pervasive leadership, and a clear vision of organizational goals. The
employee relations aim of these techniques is to resolve internal tensions by breaking down workplace social classes, developing open lines of communication with different stake-holders, and promoting a collective understanding that the interests of all are better served by working together and avoiding conflict. Collaborative management practices in the form of workplace teams, as well as performance appraisals, performance related pay and individual contracts of employment are activities that are thought to give content to this approach.

Although all the theories stated and explained so far are useful, this study proposes to rely on the Stakeholder theory (Schneider, 2002). The theory offers the flexibility to accommodate various leader relationships. Stakeholder theory conceptualizes the firm as a series of groups with different respective relationships to it. Stakeholders consist of internal organizational members, including employees, managers, and board members; external members, such as owners, customers, suppliers, and competitors; and hybrid members engaged in inter-organizational cooperative activity with the firm. While a primary focus of stakeholder theory has been the ethical principles guiding management, Mitchell et al. (1997) conclude that normative concerns alone are necessary but insufficient criteria for addressing stakeholder interests. Clarkson (1995) offers that stakeholders are defined in terms of a focal social actor, permitting the theory to be applied appropriately to individuals as well as organizations. Thus, the theory is rendered suitable for integration with literature regarding organizational leaders' domains. Stakeholders have the potential to influence or affect the firm, and/or be influenced or affected by it (Freeman, 1984). They influence the firm through their words and deeds,
through covert signals and overt protests, and most importantly, through their ability to help or hurt the firm's ability to create value. Stakeholders are conceptualized here as the various parties along the firm's value chain configurations that influence its value creation. They might contribute to, or benefit from, the value creation, or they might hurt or suffer from it. Their bargaining power influences their ability to appropriate the rents associated with value creation (Colf, 1999). Some stakeholders may not be supportive, which may justify a defensive reaction. However, effective leaders will tend toward cooperative stakeholder relationships, to maximize their potential benefits (Hooijberg and Schneider 2000).

This study finds this theory useful and applicable for a number of reasons. First, it transcends a uni-directed focus on relationships alone. Instead, the theory spreads to cover the effects of these relationships in organizations. Since part of the measurement indicator for this study is organizational performance, the theory will be useful in not only guiding fieldwork and analysis of employment relations, but organizational performance as well. Second, the theory does not just limit itself at the workplace or office environment where employment relations naturally take place. It also factors in other stakeholders, most important of them to this study being owners of organizations. These owners might not be involved in the day-to-day running of the organizations but could wield extreme influence of how the organization runs and performs. This study, through this theory, will be seeking to establish whether NGOs that are controlled by other parties face situations where those parties influence how managers and other lower employees relate and how this ultimately affects organizational performance.
2.3 Employee Relations

Employee relations consist of all those areas of human resource management that involve relationships with employees directly and or through collective agreements where trade unions are recognised. “Employee relations refer to interrelationships, both formal and informal, between managers and whom they manage” (Cole, 2002). It embraces; contractual obligations, communication policy and practice; joint decision-making and problem solving; collective bargaining; individual grievance and disciplinary policy and practice; employee development and employee welfare.

Employee relations’ processes consist of the approached and methods adopted by employers to deal with employees collectively or individually. These are based on organizations articulated or implied employee relation policies and strategies recognising the uniqueness of each organisation. Armstrong (2002) emphasise that “there is of course no such a thing as a model employee relations policy. Every organisation develops its own policies.” ILO (1993) states that the employment relationship is a legal concept which underpins the operation of the labour market in many countries. However, due to unique country conditions, employee-employer relationships in each country are independent. This was confirmed particularly in the discussions on contract labour at the International Labour Conference in 1997 and 1998, the Conference discussion leading to the adoption of the Private Employment Agencies Convention, 1997 (No. 181), the national studies undertaken by the ILO, the Meeting of Experts on Workers in Situations Needing Protection, and the 2003 Conference general discussion on the scope of the employment relationship. It is also reflected in a significant number of international
labour standards: some ILO Conventions and Recommendations cover all workers without distinction, while others refer specifically to independent workers or self-employed persons, and others apply only to persons in an employment relationship. The employment relationship continues to be the predominant framework for work in many countries. Moreover, a study published in 2000 found that in the industrialized countries, in particular, the employment relationship is not just predominant but is proving durable, contrary to persistent reports that major changes in employment relationships have led to less stability and greater numerical flexibility (Armstrong, 2002).

Approaches to employee relations strategies should flow from business strategy. For example if business strategy is to concentrate on achieving competitive edge through innovation and service delivery to its customers employee relation strategy should emphasize process of involvement and participation, including the implementation of programmes for continuous improvements and total quality management (Oakland, 1998).

When formulating or adopting Organisations such as Human Resource strategies Drucker cited in Havard business review Sept – Oct 1994 an insight that would assist a visionary manager. A knowledge worker himself, Drucker was particularly interested in the growing importance of people who worked with their minds rather than their hands. He was intrigued by employees who knew more about certain subjects than their bosses or colleagues but who still had to cooperate with others in the organisation. Drucker analysed it and explained how it challenged the common thinking of about how organization should be run and he concluded that the great potential hidden in human
capital of an organisation could be a solution to most of the organisation problems if it's exploited through appropriate strategic Human Resource Management.

Employee relations are also involved with dispute resolution mechanisms. Many firms have formal procedures for resolving employment disputes. These provide a mechanism to redress grievances, and promote "voice" over "exit." Such procedures encourage the view that the organization seeks fairness and is open to calls for change from below. Because this concern for due process and fairness signals the organization's support and its commitment to employee concerns, grievance mechanisms should increase employee commitment (Eisenberger et al.). Further, grievance procedures fulfill due process and fairness expectations (Rousseau, 1995). Consistent with these arguments, Bemmels (1995) found grievance procedures positively related to commitment.

2.4 Factors affecting Employment Relations

Imbun (2008) argues that with a declining population and quality of labour force, some companies are worrying about the future supply of labour force. With increasing competition in the market, companies are interested to cut operational costs. They gradually increase recruitment of non-regular and part-time workers in the place of regular workers. In fact, the recruitment of employees from among the school and university graduates is declining. In big and medium-sized companies, the seniority-based system is being slowly replaced by a performance-based system. The parallel effect is that the annual increment system is gradually replaced by a performance-based system.
Hanami (2004), writing on the labor situation Japan reports that due to an expected economic recession in the country, a number of foreign companies have been gradually entering and acquiring Japanese companies. The likely result will be greater emphasis on profitability, a greater willingness to abandon unprofitable products and businesses, paying more attention to performance indicators, more transparent financial reporting, and improved corporate governance. All these are directed towards winning competitive advantage in the domestic and international markets and are likely to occur when individual companies attempt to improve productivity and competitiveness in the area of high value-added products. Furthermore, it is important to examine to what extent both the service and manufacturing sectors are revitalizing their competitive capacity and the impact those efforts have on employment relations practices on the company level.

Frankel, Stephen, and David Peetz (1998) state that globalization has evidently contributed to unemployment, increase in contingent labor force and a weakening of labor movements. The biggest question today is regarding the impact of this economic phenomenon on employers, employees and industrial relations of developed and underdeveloped countries. Supporters of globalization say that free trade and increasing foreign direct investment will increase employment and earnings in advanced and developing countries. Critics argue that globalization; in reality has a deleterious effect on the wages, employment, working conditions of most, though not all developing country workers. These negative effects they believe are resulting from competition of multinationals and selective opening of markets to international trade in favor of industrially advanced countries.
Bamber (2001) observes that developing countries under global pressures are trying to stay on the economic map. In order to do so these countries are taking steps to make sure that compared to other developing countries their economic environment provides more incentives to multi-national companies and attracts more foreign direct investment. The argument is that the developing nations, in an attempt to achieve these overall goals are making legal changes and adopting new employment practices which are similar to each other and their employment relations are moving towards the same direction. These similarities can range from lay off policies, collective bargaining structures, and legal rights of workers to worker safety legislation. At the workplace level this convergence, according to the scholars, is taking two forms: functional flexibility aimed at increasing the skills of workers and making them multi-task for producing complex goods and services, and numerical flexibility characterized by lack of unionization, increased contingent workers and Taylorist work practices.

In all the works cited, this study identifies points of convergence and consensus on a broad range of issues as far employment relations are concerned. There is the issue of cutting costs by firms, competition and a drive towards competitiveness, lay-off policies by organizations and the wider economic effects of globalization. The study appreciates that the NGOs to be studied exist in a world where all these factors are active and impacting on employment relations extensively. The study will seek not only to provide the nature of economic challenges on the employment relations among NGOs but also to indicate the strategies employed aimed at organizational performance.
2.4.1 Communication Process in Strategy execution

Communication aspects should be emphasized in strategy formulation and implementation process. Even though studies point out that communication is a key success factor within strategic planning and implementation (Takala, 1998), communicating with employees concerning issues related to the strategy is frequently delayed until the changes have already crystallized. In this context, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition due to inability to solicit questions and feedback, lack of communication causes more harm as the employees are not informed about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Takala, 1998). It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion.

The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees’ attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005). Lares-Mankki (1994) examined effects of top management’s practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices were analysed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support...
for employees, and allowing employee participation in making job-related decisions. The
results indicated that there was a strong relationship between top management’s actions
and employees’ attitudes and perceptions.

2.4.1 Technological factors in industrial relations

De Silva (2008) argues that the new information technology, the limits of which are not
known in terms of its potential to effect change, is exerting a tremendous impact on the
structure of organizations, the nature of work and the way it is organized, and even on the
location where work is performed. In societies of the future information and knowledge
will be - as in fact they already are - crucial to competitiveness. Technology is already
facilitating changes in organizational structures so as to create flatter organizations. This
has resulted in less management by command and supervision, in more emphasis on
cooperation, information-sharing and communication and in a more participative
approach to managing people. Modern technology now makes it possible for aspects of
work to be performed outside the enterprise, for example from home, and even outside
national borders, and this trend is being given a further push by the influx of more
females into employment and their preference in some cases, for part-time work.
Developing countries are also feeling the impact of these changes.

Deakins and Wilkinson (2005) observe that many countries are undergoing a process of
industrial restructuring which, in some cases, include privatization of public sector
undertakings and technology upgrading. This process has resulted in several social
consequences such as redundancy, all of which have sometimes strained the relationships between employers and workers (and unions) and between the latter and the government. Sumiya (2009) states that by contrast with the unique historical and cultural factors, technological change has a fundamentally universalistic character as have most laws in the natural sciences. While it can be said that industrial relations and technological changes do influence each other in a particular way depending on the country in question, it is still true that technological change constitutes a factor that is common to all societies undergoing industrialization. Technological development generates power to destroy existing labor relations.

Ali (2005) states that driven by technological advances, improved communications, economic liberalization, and increased international competition, globalization has brought in an era of economic, institutional and cultural integration. Under globalization the workplace practices are under a constant state of flux. Academics are not only analyzing the benefits and the deleterious effects of this phenomenon on the employment relations of developed and under-developed nations. They have also stirred up the old controversy regarding the longer-run trajectory of employment relations systems under the pressures of globalization. The debate is on the question that whether the industrial relations systems of countries are converging or diverging.

This study finds the observations and arguments by the authors cited compelling a re-examination of the broad effects of technological changes in society and especially Africa. This study observes that even in educational institutions, technology has altered how learning and instruction are conducted, access to education through virtual avenues
and access to material of learning. It will be critical to determine how technological changes have affected or are set to affect employment relations among NGOs. The study will be attempting to establish whether technology enhances or hinders relations between managers/employers and employees in strategy execution.

2.4.2 Work Environment conditions and industrial relationships

It is the quality of the employee’s workplace environment that most impacts on the level of employee’s motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. For any organization if employees are considered assets then their utilization in terms of better productivity and enhanced performance are the main focus of all managerial activities. Workforce makes critical difference between success and failure. The effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of the employees will enable them to capitalize on their expertise most efficiently. One of the fundamental human requirements is working environment that allow people to perform their work optimally under comfortable condition (Roelofsen, 2002).

The present global workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the
employees need the business. Management’s new challenge is to create a work
environment that attracts, keeps, and motivates its workforce. The responsibility lies with
managers and supervisors at all levels of the organization. Businesses must step outside
their traditional roles and comfort zones to look at new ways of working. They have to
create a work environment where people enjoy what they do, feel like they have a
purpose, have pride in what they do, and can reach their potential.

Although selecting employees on the basis of individual dispositions may have a positive
impact on employee attitudes and performance, personality-based employee selection
processes are notoriously inaccurate (Arthur, 2001). And considering the increasingly
large spans of control and reduced contact between employees and managers in work
situations (De Meuse et al., 2001; Hendricks, 2001), an over-reliance on employee
selection processes as a means of improving performance and commitment may be a less
effective approach than effectively managing work environments.

If an organization provides its employees with better working conditions and conducive
working environment they can perform exceptionally well, and companies can capitalize
on their enhanced productivity in the shape of cost reduction, which will ultimately
contribute towards rich profits. The performance of an employee is that, how well an
employee performs his or her task duties and responsibilities. Employees’ performance is
also crucial. Because the achievement of goals and objectives of the organization is
assessed by performance of its resources, employees’ performance should be assessed
and maintained periodically.
24.3 Organization Structure and industrial relationships

Organizational structure and strategy are related because organizational strategy helps a company define and build its organizational structure. A company's organizational structure is based on the result of the analysis of organizational strategy. The company will use these results to determine its areas of concentration and how to position itself in order to succeed. The relationship between organizational structure and strategy execution becomes clearer when the company's strategy is in place. With a clear focus of what it wants to achieve, the organization will proceed to align its structure in such a manner to best achieve this. It will allocate responsibilities for optimal results, create branches, and decide whether individual efforts or group participation is the best method for it to achieve its goals. The organizational structure and strategy will also help the company decide if the tone of the company should be strictly formal, semi-formal or informal. All of these decisions can be made after determining the organizational strategy of the company.

Factors relating to the organizational structure are the second most important strategy implementation barrier according to Heide & Grønhaug & Johannessen (2002) study. Drazin and Howard (1984) see a proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies. Structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness. Structure of the firm should be consisted with the strategy being formulated and implemented. If activities, responsibilities and interrelationships are not organized in a manner that is
consistent with strategy chosen, the structure is left to evolve on its own (Pearce and Robinson 1997). According to Robins and Coulter (2002), organization structure influences the type of strategy used by an organization. Bowman (1987) while comparing power structures of firms and those of the not-for-profit organisations (NFPs) argued that the later display a wide variety of power structures. NFPs evoke a strong ideological or normative commitment from their members. Mintzberg (1996) identified that strong ideology will lead to strong resistance to change and freedom of action is severely constrained.

Different strategy types have different requirements regarding an adequate organizational structure (White, 1986; Olson & Slater & Hult, 2005). They point out that changes in the competitive environment require adjustments to the organizational structure. If a firm lags in making this realignment, it may exhibit poor performance and be at a serious competitive disadvantage. Gupta (1987) examines the relationships between SBUs strategies, aspects of the corporate-SBU relationship, and implementation and finds that structures that are more decentralized produce higher levels of SBU effectiveness, regardless of the strategic context. Schaap (2006) also suggests that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation.

These strategies will be compromised in case the prevailing factors do not cultivate a sound labor relations framework in the organization. These relationships and the Model will guide in the collection and analysis of data.
2.5 Summary of literature review and research gaps

The existing literature on employee-employer relationship has been done in other countries which have a totally different operating environment and legislations governing employer-employee relationships. Takala (1998) point out that communication is a key success factor within strategic planning and implementation. However, Takala’s analysis of employee employer relationship and communication is in the profit making environment which is totally different for this study. This study therefore seeks to provide literature relevant to the relationship between employer and employee especially establishing the role of information in strategy execution. Lares-Mankki (1994) examined effects of top management’s practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. An analysis of Lares-Mankki (1994) establishes that the insurance sector is different in its operation and governance. This study therefore seeks to provide NGO specific literature on the relationship between employer and employee.

As Sumiya (2009) states, the contrast with the unique historical and cultural factors, technological change has a fundamentally universalistic character as have most laws in the natural sciences. The operating environment in one country is totally different from the operating environment in another country. The many studies that have been done on employee-employer relationship (Roelofsen, 2002), Arthur (2001), Hendricks (2001), Heide, Grønhaug & Johannessen (2002), and Olson Slater & Hult, (2005) have focused on a totally different setting from that presented in this study. This study therefore seeks
to fill the research gap of the employer-employee relationship in the NGO industry and how it affects strategy execution.

Several scholars have studied the effects of employer-employee relationships on strategy execution in an organization. Employee relations is characterized by both conflict and cooperation, Marchington and Wilkinson (2008) described the management of employee relations as being vital to the success or failure of an organization and it is seen as central to human resource management. Dawson (1994) acknowledged that the achievement of organizational objectives depends upon employment relations; evidence from (Limerick 1992) suggests that individual empowering should be consistent in the event of strategic change. Considering the competitive nature of industries and technological advancement, the importance of employer-employee relationship becomes more critical, reason being that to meet constant changing needs of consumers, effective human resource management becomes very crucial in achieving business success.

The existing studied on the influence of employee-employer relationship have focused on the for profit organization following the close monitoring by the shareholders in their bid to increase their value and returns. Very few studied if any have concentrated on the influence of employer-employee relationship effects on strategy execution among not for profit organization. This study therefore sought to fill this research gap by providing information specifically for the NGO world where the main financiers are donors.
2.6 Conceptual Framework

To be able to demonstrate the various variables in the study, the researcher has developed a proposed model to be known as Employment Relations-Results Model for organizations (Fig. 2.1). It indicates the variables at play and how they influence one another.

**Independent Variables**

- **Communication Process**
  - Mode, accuracy, and timeliness

- **Technological Changes**
  - Project monitoring systems
  - Project evaluation
  - Project administration

- **Working Environment**
  - Adequacy of tools to work with
  - Protective gears/uniforms
  - Special Training as required

- **Organizational Structure**
  - The project administration structure
  - Number of managers
  - Relationship between managers

**Dependent Variable**

- **Strategy Execution**
  - Timely delivery of services
  - Meeting of the set goals
  - Good project administration

Figure 2.1: Conceptual Framework
Figure 2.1 above has four main variables. All factors identified by this study in the employer-employee relations are independent variables. They determine the type of relations that will exist between an employer and employees. For the purpose of this study, several of these factors have been identified. They include: technological factors, work environment, communication process and organization structure. On the other hand, strategy execution of an organization is a dependent variable. Its achievement and outcomes relies on the prevailing factors already identified. If the factors are favorable, employer-employee relations will be good resulting in a more practical and progressive execution of laid out strategies.

These strategies will be compromised in case the prevailing factors do not cultivate a sound labor relations framework in the organization. These relationships and the Model will guide in the collection and analysis of data.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section provides steps that the study took in sampling, data collection and analysis of findings to be able to draw conclusions and recommendations.

3.2 Research Design

This is a cross-sectional study that applied a descriptive research design which emphasizes the measurement and analysis of relationships between variables (Creswell, 2003 & McMillan and Schumacher, 2006). This was because the study covered a number of NGOs operating in Nairobi County. The descriptive design as applied in this study used to analyze and describe the effects of selected factors in manager-employee relations and how these factors affect organizational performance. This study was about employment relationships that inevitably exist between managers or employers with their employees, the factors that inspire this relationship and how it impacts on the ultimate performance of the organization. The study was being conducted because the NGO landscape in Kenya, based on evidence, is fast growing to meet certain societal demands. How the individual organizations position themselves in terms of employment relations to meet these demands needs to be established and recommendations made for improvement on any identifiable weak areas. The study was conducted during the month of October 2011.
3.3 Target Population

The study was conducted in Nairobi County. According to data obtained from the NGO coordination Board directory, as of 2011, a total of 1002 NGOs had operations and offices within Nairobi County (NGO Coordination Board, 2011). The NGOs were engaged in different areas of operations ranging from advocacy, health, financial intermediation and others.

3.4 Sampling Design and Procedure

Denscombe (1998) poised that, the sample must be carefully selected to be representative of the population and the researcher also needs to ensure that the subdivisions entailed in the analysis are accurately catered for. The larger the sample size, the lower likely that an error in generalization of the population will occur. Saunders, Thornhill and Lewis (2007) argued that the choice of sample size will be governed by the confidence you need to have in your data, level of certainty, the accuracy you require for any estimates made in your sample, the type of analysis you are going to undertake and finally the size of total population from which your sample is drawn.

Following the amorphous nature of many NGOs, the study applied simple random sampling method in selecting the NGOs to participate in the study. Kothari (2004) argues that if chosen well, 10% of the population is good enough for generalization of the findings to the whole population. Based on this, this study will use 10% of the population in data collection translating into 101 NGOs.
3.5 Methods of Data Collection

The study used primary data. Primary data was collected by use of a questionnaire. The questionnaire was semi-structured in nature as it comprises of open and closed ended question. The questionnaire was administered to the target respondents using various means including email for those whose email addresses was secured, personal administration for the NGOs with accessible offices and telephone interviews where the respondents were in accessible. To help fast track the data collection, the researcher sought the services of research assistants who was trained on all aspects of the questionnaire.

3.5.1 Pilot Study

The researcher conducted a pilot study in one of the NGOs which was not involved in the real research. The researcher identified the population to be accessed during field work. A draft questionnaire was designed to be administered to pilot subjects. The study administered the questionnaire to managers and employees in exactly the same way as it was administered in the main study. Respondents were required to provide feedback to identify ambiguities and difficult questions in the questionnaires. The study recorded the time taken to complete the questionnaire and decide whether it was reasonable. This assisted in discarding all unnecessary, difficult or ambiguous questions and to assess whether each question gave an adequate range of responses. Piloting also assisted in establishing that replies could be interpreted in terms of the information that was required re-wording or re-scaling any questions that were not answered as expected.
3.5.2 Validity and Reliability of Research Instrument

The content validity of the instrument was determined in two ways. First, the researcher discussed the items in the instrument with the supervisor from the department. These people were expected to indicate by tick or cross for every item in the questionnaire if it measured what it was supposed to measure or not. Advice given by these people helped the researcher determine the validity of the research instruments. The advice included suggestions, clarifications, and other inputs in order. These suggestions were used in making necessary changes. Second, content validity of the instruments was determined through piloting, where the responses of the subjects were checked against the research objectives.

While content validity rarely changes, Polit & Beck (2004:421) cautions that the “reliability of an instrument is a property not of the instrument but of the instrument when administered to a certain sample under certain conditions.” They call for a re-estimate of reliability with each population surveyed. This should be done each time a research instrument is used. Determining reliability requires reliability testing to ascertain both stability and internal consistency of the research instrument. A study population is needed. For purposes of this study, piloting was done on a small population to test the reliability and stability of the questionnaire. Stability, or “test-retest reliability”, was determined by discovering the consistency of results obtained on more than one administration of the instrument. The interval of the piloting was 2 to 3 weeks. A reliability coefficient, “the correlation coefficient between the two sets of scores” (Polit & Beck, 2004: 417) was then established.
3.6 Methods of Data analysis

All questionnaires from the respondents were verified and checked for completeness. The data was analyzed using quantitative and qualitative techniques. This involved creating descriptive statistics namely percentages and measures of central tendency like mean and standard deviation for the likert scale questions. The data was codified and entered into spread sheet and analysed using SPSS (Statistical Package for Social Sciences). The data presentation was done using frequency tables, line graphs, pie charts and bar charts.
CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results were on factors influencing employer-employee relationship in strategy execution in Non-Governmental Organizations in Nairobi County. The data was gathered exclusively from questionnaire as the research instrument which designed in line with the study objective.

4.2 Response Rate

The study targeted a sample of 101 NGOs out of which 72 filled in and returned the questionnaire giving a response rate of 71%. This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires. This response rate was excellent and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

Background Information

The study sought to establish the number of years the organization had been in operation. The findings were as shown in the figure 4.1 below:
From the findings, 47% (34) of the respondents had operated for a period of 5-10 years followed by 40% (29) had been in operation for less than 5 years while 13% (9) had operated for more than 10 years.

Table 4.1: Position Held in the Organization

<table>
<thead>
<tr>
<th>Position Held in the Organization</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>General staff</td>
<td>38</td>
<td>53</td>
</tr>
<tr>
<td>Lower level manager</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>Middle level manager</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Senior manager</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

On position held in the organization, majority of the respondents were general staff at 53% (38), lower level managers were 22% (16), middle level managers were 15% (11) and 10% (7) were senior manager as summarized in table 4.1 Above.
The study also aimed to determine the field of NGO operation. The findings were as shown in the figure 4.2 below:

### Table 4.2: Field of NGO Operation

<table>
<thead>
<tr>
<th>Field</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>28</td>
<td>39</td>
</tr>
<tr>
<td>Other</td>
<td>20</td>
<td>28</td>
</tr>
<tr>
<td>Finance</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Health</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Agriculture</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

According to the findings, majority of the NGOs operated in the area of advocacy at 39% (28) followed by 28% (20) who were in other category including governance and education, 14% (10) were in the area of finance while 13% (9) and 7% (5) operated in the area of health and agriculture respectively.

### 4.3 Influence of Communication Process on Strategy Execution

The study required the respondents to indicate their level of agreement with statements on the influence of communication process on strategy execution. The study then computed the mean and standard deviations based on the likert scale created of 1 to five. The findings are well illustrated in the table 4.3 below:
Table 4.3: Influence of Communication Process on Strategy Execution

<table>
<thead>
<tr>
<th>Clear communication has reduced resistance during strategy implementation</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management clearly communicates strategic plans to their departments</td>
<td>4.717</td>
<td>0.9340</td>
</tr>
<tr>
<td>There is clear communication on strategic planning and implementation in our organization</td>
<td>4.642</td>
<td>1.0821</td>
</tr>
<tr>
<td>Each employee is well informed of his/her deliverables on the strategic plan</td>
<td>4.523</td>
<td>1.2987</td>
</tr>
<tr>
<td>The employer clearly communicates future strategies to all employees for smooth execution</td>
<td>4.513</td>
<td>1.2634</td>
</tr>
<tr>
<td>The management clearly communicates strategic plan to all employees</td>
<td>4.267</td>
<td>0.8187</td>
</tr>
<tr>
<td>Strategic objectives and goals of strategic plans are well known to staff in advance</td>
<td>4.152</td>
<td>0.6502</td>
</tr>
</tbody>
</table>

Mean 3.971 Std. Deviation 1.1913

Source: (Survey Date, 2012)

The respondents strongly agreed that clear communication had reduced resistance during strategy implementation at a mean of 4.717 and std. deviation of 0.9340; the management clearly communicated strategic plans to their departments at a mean of 4.642 and std. deviation of 1.0821; there was clear communication on strategic planning and implementation in their organization with a mean of 4.523 and std. deviation of 1.2987; and each employee was well informed of his/her deliverables on the strategic plan at a mean of 4.513 and std. deviation of 1.2634. These findings are in line with those of Takala (1998) who indicated that even though communication is a key success factor within strategic planning and implementation, communicating with employees...
Concerning issues related to the strategy is frequently delayed until the changes have already crystallized. However, the employees are informed of the planned strategies in advance.

They also agreed that the employer clearly communicated future strategies to all employees for smooth execution with a mean of 4.267 and std. deviation of 0.8187; the management clearly communicated strategic plan to all employees at a mean of 4.152 and std. deviation of 0.6502; and strategic objectives and goals of strategic plans were well known to staff in advance with a mean of 3.971 and std. deviation of 1.1913 as summarized in table 4.3 below. These findings are consistent with those of Rapa and Kauffman (2005) who indicated that the way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed which should serve as an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented.
Figure 4.1: Communication Process

Source: (Survey Date, 2012)

On whether communication process was important in strategy execution in the organization, 56% (40) of the respondents indicated that communication process was very important in strategy execution in the organization and 44% (32) indicated that communication process was important in strategy execution in the organization.

4.4 Technological Factors in Industrial Relations

The study sought to determine whether technology affected the relationship between employers and employees in the organization. The findings were as indicated in the figure 4.3 below:
Figure 4.2: Technology

Source: (Survey Date, 2012)

From the findings in the figure 4.3 above, 79% (57) of the respondents said yes while 21% (15) said no.
Table 4.4: Influence of Technology on Employer-Employee Relationship

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better technology has boosted strategy execution</td>
<td>4.348</td>
<td>1.1248</td>
</tr>
<tr>
<td>Equipment of the Company is well maintained and serviced</td>
<td>4.065</td>
<td>0.9715</td>
</tr>
<tr>
<td>The Technology in the firm is updated</td>
<td>3.961</td>
<td>0.8621</td>
</tr>
<tr>
<td>The organization has invested in adequate equipment for each employee's smooth working</td>
<td>3.815</td>
<td>1.0829</td>
</tr>
<tr>
<td>The equipment provided by the organization are not out dated</td>
<td>3.798</td>
<td>1.6037</td>
</tr>
<tr>
<td>The organization has invested in appropriate technologies for the delivery of strategic objectives</td>
<td>3.738</td>
<td>0.6102</td>
</tr>
<tr>
<td>The organization has an information management system</td>
<td>3.607</td>
<td>0.5929</td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

On the statements regarding the influence of technology on employer-employee relationship and strategy execution, the respondents agreed that better technology had boosted strategy execution as shown by a mean of 4.348 and std. deviation of 1.1248; equipment of the company was well maintained and serviced at a mean of 4.065 and std. deviation of 0.9715; the technology in the firm was updated with a mean of 3.961 and std. deviation of 0.8621; the organization had invested in adequate equipment for each employee's smooth working at a mean of 3.815 and std. deviation of 1.0829; the equipment provided by the organization were not out dated with a mean of 3.798 and std. deviation of 1.6037; the organization had invested in appropriate technologies for the delivery of strategic objectives at a mean of 3.738 and std. deviation of 0.6102; and the organization had an information management system with a mean of 3.607 and std. deviation of 0.5929 as summarized in table 4.4 above. The findings confirm the argument of De Silva (2008) that the new information technology is exerting a tremendous impact.
on the structure of organizations, the nature of work and the way it is organized, and even on the location where work is performed. Technological advances are increasing the efficiency and effectiveness with which organizations are able to deliver goods and services to their customers. Technology has also increased the levels of automation in organizations thus reducing the workload for employees.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great extent</td>
<td>29</td>
<td>40</td>
</tr>
<tr>
<td>Very great extent</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>Less extent</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>No extent</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>72</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

On the extent to which technology affected their delivery on the strategic objectives and goals, 40% (29) said to a great extent, 29% (21) said to very great extent, 19% (14) indicated to a moderate extent, 7% (5) said to a less extent and 4% (3) cited to no extent as shown in table 4.5 above. These findings confirm that technology is changing organizational structures so as to create flatter organizations which has resulted in less management by command and supervision, in more emphasis on cooperation, information-sharing and communication and in a more participative approach to managing people (Deakins and Wilkinson, 2005)
4.5 Work Environment and Strategy Execution

![Figure 4.3: Work Environment and Strategy Execution](image)

Source: (Survey Date, 2012)

On whether work environment affected strategy execution in the organization, majority of the respondents agreed that work environment affected strategy execution in the organization at 90% (65) whereas 10% (7) disagreed as illustrated in figure 4.4 below.

Table 4.6: Influence Work Environment on Strategy Execution

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The work environment is well ventilated</td>
<td>4.307</td>
<td>1.1721</td>
</tr>
<tr>
<td>Employees are well equipped with special skills required in their different duties</td>
<td>4.185</td>
<td>1.1810</td>
</tr>
<tr>
<td>Employees are well remunerated</td>
<td>4.176</td>
<td>0.6702</td>
</tr>
<tr>
<td>The organization provides conducive work environment for employees</td>
<td>3.915</td>
<td>0.6308</td>
</tr>
<tr>
<td>There is a good relationship between managers and their subordinates</td>
<td>3.562</td>
<td>0.6527</td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

On the statements relating to the influence work environment on strategy execution, the respondents agreed that work environment was well ventilated at a mean of 4.307 and...
std. deviation of 1.1721; employees were well equipped with special skills required in their different duties with a mean of 4.185 and std. deviation of 1.1810; employees were well remunerated at a mean of 4.176 and std. deviation of 0.6702; the organization provided conducive work environment for employees at a mean of 3.915 and std. deviation of 0.6308; and there was a good relationship between managers and their subordinates with a mean of 3.562 and std. deviation of 0.6527 as shown in table 4.6 above. As Roelofsen (2002) argued, it is the quality of the employee’s workplace environment that most impacts on the level of employee’s motivation and subsequent performance. Roelofsen (2002) further adds that one of the fundamental human requirements is working environment that allow people to perform their work optimally under comfortable condition.

**Table 4.7: Extent Work Environment Affected Strategic Objectives and Goals**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>32</td>
</tr>
<tr>
<td>Great extent</td>
<td>29</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>9</td>
</tr>
<tr>
<td>Less extent</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

On the extent to which work environment affected delivery on the strategic objectives and goals, 44% (32) agreed to a very great extent, 40% (29) said to great extent, 13% (9) said to a moderate extent and 3% (20 cited to less extent as shown in table 4.7 above.
4.6 Organization Structure

![Bar chart showing the organization structure with percentages and frequencies.]

Figure 4.4: Organization Structure

Source: (Survey Date, 2012)

The study sought to establish whether organization structure affected strategy execution in the organization. According to the findings in figure 4.5 below, 86% (62) said yes while 14% (10) said no. As Arthur (2001) suggested, workers are living in a growing economy and have almost limitless job opportunities. Therefore the responsibility lies with managers and supervisors at all levels of the organization. Businesses must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential.
Table 4. 8: Influence of Organization Structure on Strategy Execution

<table>
<thead>
<tr>
<th>The reporting structure in the organization promotes strategy execution</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is no duplication of roles in our organization</td>
<td>3.946</td>
<td>0.8612</td>
</tr>
<tr>
<td>There is a good reporting structure in the organization</td>
<td>4.169</td>
<td>1.2634</td>
</tr>
<tr>
<td>The current structure allows timely decision making</td>
<td>3.827</td>
<td>1.3671</td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

On the statements regarding the influence of organization structure on strategy execution, the respondents agreed that the reporting structure in the organization promoted strategy execution as shown by a mean of 4.307 and std. deviation of 0.5304; there was no duplication of roles in their organization at a mean of 3.946 and std. deviation of 0.8612; there was a good reporting structure in the organization at a mean of 4.169 and std. deviation of 1.2634; and the current structure allowed timely decision making with a mean of 3.827 and std. deviation of 1.3671 as summarized in table 4.8 above. These findings are consistent with those of Robins and Coulter (2002), who established that organizational structure and strategy are related because organizational strategy helps a company define and build its organizational structure. They further add that the relationship between organizational structure and strategy execution becomes clearer when the company's strategy is in place. A good organization structure helps allocate responsibilities for optimal results, create branches, and decide whether individual efforts or group participation is the best method for it to achieve its goals. According to Robins and Coulter (2002), organization structure influences the type of strategy used by an organization while comparing power structures of firms and those of the not-for-profit organisations (NFPs) display a wide variety of power structures.
Table 4. 9: Extent Organization Structure Affected Strategic Objectives and Goals

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great extent</td>
<td>34</td>
</tr>
<tr>
<td>Very great extent</td>
<td>27</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>9</td>
</tr>
<tr>
<td>Less extent</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

The study aimed to establish the extent to which organization structure affected their delivery on the strategic objectives and goals. It was revealed that 47% (34) said to a great extent, 38% (27) agreed to a very great extent, 13% (9) said to a moderate extent and 3% (2) cited to less extent as shown in table 4.9 above.

Table 4. 10: Relationship between Employer and Employee

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>36</td>
</tr>
<tr>
<td>Great extent</td>
<td>28</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>6</td>
</tr>
<tr>
<td>Less extent</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
</tr>
</tbody>
</table>

Source: (Survey Date, 2012)

On the extent to which the relationship between employer and employee affected strategy execution in the organization, 50 % (36) said to a very great extent, 39% (28) agree to a great extent, 8% (6) cited to a moderate extent and 3% (2) noted to less extent as summarized in table 4.10 above. These findings confirm to the recommendations by Drazin and Howard (1984) that see a proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies. Different strategy types have different requirements regarding an adequate organizational structure (Olson,
Slater & Hult, 2005). They point out that changes in the competitive environment require adjustments to the organizational structure.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter discusses the overall findings with the aim of answering the research questions. The chapter also presents conclusions and recommendations from the current study based on the objective of the study and recommends future possible studies. The general objective of this study was to determine factors affecting demutualization strategy of the Nairobi Securities Exchange. The specific objectives included: determining the effect of ownership structure on the demutualization of NSE; determining effect of stakeholder awareness of the process of demutualization on NSE demutualization; determining the effect of corporate governance on demutualization of NSE and determine the effects of government policy and regulation on the demutualization of NSE.

5.2 Summary of the Findings

The objectives of this study were to establish the influence of Communication process on employer-employee relationship and strategy execution among NGOs in Nairobi County; to determine the effects of technological changes on the employer-employee relationships and strategy execution among NGOs in Nairobi County; to examine the effects of Working Environment on the employer-employee relationship and strategy execution among NGOs in Nairobi County; and to determine the influence of organizational structure on the employer-employee relations and strategy execution among NGOs in Nairobi County.
The respondents strongly agreed that clear communication had reduced resistance during strategy implementation; the management clearly communicated strategic plans to their departments; there was clear communication on strategic planning and implementation in their organization; and each employee was well informed of his/her deliverables on the strategic plan. They also agreed that the employer clearly communicated future strategies to all employees for smooth execution; the management clearly communicated strategic plan to all employees; and strategic objectives and goals of strategic plans were well known to staff in advance.

The respondents agreed that better technology had boosted strategy execution; equipment of the company was well maintained and serviced; the technology in the firm was updated; the organization had invested in adequate equipment for each employee’s smooth working; the equipment provided by the organization were not outdated; the organization had invested in appropriate technologies for the delivery of strategic objectives; and the organization had an information management system.

The respondents agreed that work environment was well ventilated; employees were well equipped with special skills required in their different duties; employees were well remunerated; the organization provided conducive work environment for employees; and there was a good relationship between managers and their subordinates.

The respondents agreed that the reporting structure in the organization promoted strategy execution; there was no duplication of roles in their organization; there was a good
reporting structure in the organization; and the current structure allowed timely decision making.

5.3 Conclusion

The study concludes that communication process is very important in strategy execution in the organization. Clear communication has reduced resistance during strategy implementation; the management clearly communicates strategic plans to the departments; there is clear communication on strategic planning and implementation in the organization; and employee is well informed of deliverables on the strategic plan; the employer clearly communicates future strategies to all employees for smooth execution; the management clearly communicates strategic plan to all employees; and strategic objectives and goals of strategic plans are well known to staff in advance.

The study also concludes that technology affects the relationship between employers and employees in the organization. Technology affects their delivery on the strategic objectives and goals. Better technology has boosted strategy execution; equipment of the company is well maintained and serviced; the technology in the firm is up to date; the organization has invested in adequate equipment for each employee’s smooth working; the organization has invested in appropriate technologies for the delivery of strategic objectives; and the organization has an information management system.

The study concludes that work environment affects strategy execution in the organization. Work environment affects delivery on the strategic objectives and goals. Work environment is well ventilated; employees are well equipped with special skills
required in different duties; employees are well remunerated; and there is a good relationship between managers and their subordinates.

The study also concludes that organization structure affects strategy execution in the organization. Organization structure affects their delivery on the strategic objectives and goals. The relationship between employer and employee affects strategy execution in the organization. The reporting structure in the organization promotes strategy execution; there is no duplication of roles in their organization; there is a good reporting structure in the organization; and the current structure allows timely decision making.

5.4 Recommendations

Communication is a key success factor within strategic planning and implementation, the study recommends that communication aspects should be emphasized by management and employees in strategy formulation and implementation process. Organizations should manage, develop, motivate, involve and engage the willing contribution of the employees hence enable them to capitalize on their expertise most efficiently. Management's new challenge should to create a work environment that attracts, keeps, and motivates its workforce. Achievement of goals and objectives of the organization is assessed by performance of its resources; employees' performance should be assessed and maintained periodically. Structure of the firm should be consisted with the strategy being formulated and implemented.
5.4.1 Recommendations for Further Study

The study recommends that a similar should be done to investigate the factors influencing employer-employee relationship in strategy execution in all organizations in Kenya.
REFERENCES


Cole, D. (2002, August). *Hanging on through tough times*: The second of four biannual reports. Submitted to Judge Philip G. Reinhard of the Northern District of Illinois Western Division per Consent


APPENDIX I: QUESTIONNAIRE

FACTORS INFLUENCING EMPLOYER-EMPLOYEE RELATIONSHIP IN STRATEGY EXECUTION IN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY

Date ________________________________

Please take a few minutes to complete this questionnaire. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in this research. Kindly answer all questions.

SECTION A: BACKGROUND INFORMATION

1. Name of the Organization (Optional)

______________________________________

2. Number of Years the Organization has been in operation
   Less than 5 years ( )
   5-10 years ( )
   More than 10 years ( )

3. Position of the person filling
   Senior manager ( )
   Middle level manager ( )
   Lower level manager ( )
   General staff ( )

4. Field of NGO operation
   Advocacy ( ) Health ( )
   Agriculture ( ) Finance ( )
   Other ( ) Please specify ________________________

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SECTION B: INFLUENCE OF COMMUNICATION PROCESS ON STRATEGY EXECUTION

5. Below are statements on the influence of communication process on strategy execution. Using a scale of 1-5, please rank your level of agreement with each statement. (The key is as follows: 5= strongly agree, 4= agree, 3= Neutral, 2= disagree, 1=strongly disagree).

<table>
<thead>
<tr>
<th>Statement: Communication Process</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management clearly communicates strategic plan to all employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The employer clearly communicates future strategies to all employees for smooth execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each employee is well informed of his/her deliverables on the strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management clearly communicates strategic plans to their departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic objectives and goals of strategic plans are well known to staff in advance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication has greatly affected strategy execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is clear communication on strategic planning and implementation in our organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clear communication has reduced resistance during strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. How important is the communication process in strategy execution in your organization?

Very important ( ) Important ( )
Less Important ( ) Not important ( )

7. In your opinion, please indicate other roles of communication process on strategy execution
SECTION C: TECHNOLOGICAL FACTORS IN INDUSTRIAL RELATIONS

8. Does technology affect the relationship between employers and employees in your organization?

Yes ( ) No ( )

If yes, please specify the way in which it influences:

9. Below are statements on the influence technology on employer-employee relationship and strategy execution. Using a scale of 1-5, please rank your level of agreement with each statement. (The key is as follows: 5= strongly agree, 4= agree, 3= Neutral, 2= disagree, 1= strongly disagree).

<table>
<thead>
<tr>
<th>Statement: Technogical Factors</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has invested in appropriate technologies for the delivery on strategic objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Technology in the firm is updated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has an information management system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has invested in adequate equipment for each employee’s smooth working</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The equipment provided by the organization are not outdated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment of the Company is well maintained and serviced</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better technology has boosted strategy execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

66
10. In general, how does technology affect your delivery on the strategic objectives and goals?

   To a very great extent ( )
   To a Great extent ( )
   To a moderate extent ( )
   To less extent ( )
   To no extent ( )

SECTION D: WORK ENVIRONMENT AND STRATEGY EXECUTION

11. Does work environment affect strategy execution in your organization?

    Yes ( ) No ( )

    If yes, please specify the way in which it influences strategy execution.

12. Below are statements on the influence work environment on strategy execution.

    Using a scale of 1-5, please rank your level of agreement with each statement. (The key is as follows: 5= strongly agree, 4= agree, 3= Neutral, 2= disagree, 1= strongly disagree).

    | Statement: Work Environment | 5 | 4 | 3 | 2 | 1 |
    |-----------------------------|---|---|---|---|---|
    | The organization provides conducive work environment for employees | | | | | |
    | There is a good relationship between managers and their subordinates | | | | | |
Employees are well remunerated

Employees are well equipped with special skills required in their different duties

The work environment is well ventilated

13. In general, how does work environment affect your delivery on the strategic objectives and goals?

To a very great extent (   )
To a Great extent (   )
To a moderate extent (   )
To less extent (   )
To no extent (   )

SECTION E: ORGANIZATION STRUCTURE

14. Does organization structure affect strategy execution in your organization?

Yes (   ) No (   )

If yes, please specify the way in which it influences strategy execution.

Below are statements on the influence organization structure on strategy execution. Using a scale of 1-5, please rank your level of agreement with each statement. (The key is as follows: 5= strongly agree, 4= agree, 3= Neutral, 2= disagree, 1= strongly disagree).

<table>
<thead>
<tr>
<th>Statement: Organization Structure</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The reporting structure in the organization promotes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There is no duplication of roles in our organization
The current structure allows timely decision making
There is a good reporting structure in the organization

15. In general, how does organization structure affect your delivery on the strategic objectives and goals?
   To a very great extent (  )
   To a Great extent (  )
   To a moderate extent (  )
   To less extent (  )
   To no extent (  )

16. In general, to what extent has the relationship between employer and employee affected strategy execution in your organization?
   To a very great extent (  )
   To a Great extent (  )
   To a moderate extent (  )
   To less extent (  )
   To no extent (  )

THANKS FOR YOUR PARTICIPATION!!