

**EMPLOYEE PARTICIPATION ON SERVICE DELIVERY: A CASE OF NAIROBI
CITY WATER AND SEWARAGE COMPANY, NAIROBI CITY COUNTY, KENYA**

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**A research project submitted in partial fulfillment for the award of the Degree in Master of
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DECLARATION

This research project was my own work and has never been presented for any award within any other institution.

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This research project was submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research project to my family, friends, colleagues and the department of public policy and administration of Kenyatta University for making the research process a success.

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First and foremost I acknowledge the almighty God for his blessing towards completing the research work. Secondly I acknowledge the support and immense contribution of Prof. David Minja who effortlessly guided me throughout the process. I also acknowledge the support of personnel at Nairobi Water and Sewerages Services for their positive response in the data collection process. Further I acknowledge all the faculty members of the department of public policy and administration for their guidance and supports through my studies. Lastly I acknowledge my course mates and friends who motivated me towards completing my research project.

ABSTRACT

Limited employee participation witnessed in the public sector has persistently resulted to poor service delivery. Therefore employee participation should take the center stage as it constitute a powerful force for re-energizing service delivery. However this has not been the case at NCWSSC as evidenced by the poor water supply and sewerage services delivered to the residents of the city. Hence the need for the current study to examine how employee participation can be used in strengthening service delivery at NCWSSC. The study was guided by the following objectives; to examine the influence of direct individual-based employee participation on service delivery at Nairobi Water and Sewerages Services Company. To examine the influence of indirect employee participation on service delivery at Nairobi Water and Sewerages Services Company. To determine the influence of collective bargaining among employees on service delivery at Nairobi Water and Sewerages Company. To examine the influence of financial participation on service delivery at Nairobi Water and Sewerages Company. The study was guided by the goal setting theory, participatory management theory and stakeholder theory. The research adopted a descriptive research design. The study targeted 240 employees at Nairobi Water and Sewerage Company. The sample population for the research was 148 personnel at the Nairobi Water and Sewerages Company headquarter at Industrial Area. The study relied on primary data that was collected using a semi-structured questionnaire. The study further utilized secondary data from reports and journals. The research instrument underwent pilot test to test the reliability and validity of the instrument. The collected data was entered into SPSS 23 for subsequent descriptive and inferential statistics. The descriptive statistics was presented using frequencies, percentages, means and standard deviations. The inferential statistics was presented using regression models and coefficients of determination. The study was able to achieve over 70% response rate from the sample respondents. The study respondents agreed that efficiency, responsiveness and service delivery was on the increase within NCWSC. The findings of the study indicated there is a statistically significant influence of employee participation on service delivery. The results of the regression model indicated that holding other factors constant employee participation had a 53.9% influence on service delivery. The results of the correlation analysis indicated there was strong positive association between direct participation and service delivery $p = .721$. The results also indicated a weak negative association between indirect participation and financial participation with service delivery as indicated by $p\text{-value} = -.14; -.005$ respectively. The study recommended that the management should incorporate more financial based reward and recognition systems as well as foster the adoption of indirect employee participation tools. The organization should further empower employees to be task-solvers and involve them more in participative decision making and delegation of duty.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
AWSB	Athi Water Services Board
CIPD	Chartered Institute of Personnel and Development
ESOP	Employee Share Ownership Plan
EU	European Union
NCWSSC	Nairobi City Water and Sewerages Services Company
NGOs	Non-Governmental Organizations
OCE	Organizational Commitment to Employee
PRP	Profit Related Pay
SPSS	Statistical Package for Social Sciences
U.K	United Kingdom
USA	United States of America

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OPERATIONAL DEFINITION OF TERMS

Direct Individual Based Participation	This is the direct involvement of employees in guidelines and policies that affect their job performance.
Employee Participation	The process of employee involvement which is designed to provide employees with the opportunity to influence, and where appropriate take part in decision making on matters which affect them
Financial Participation Schemes	This refers to the process in which employees are able to share in the financial achievements and failures of the firm.
Indirect participation	This involves the selection of representatives or select delegation that bargains on behalf of the employees with the organization.
Service Delivery	The provision of intangible experience that meets the intended benefits of the user.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Gupta (2011), organization around the world are faced with a myriad of volatilities which have led to intense competition, diversity in the personnel and continuously changing customer demands and technological growth. Modern managements can no longer afford to sideline the worker in strategic decision making process. Hence a dynamic business environment requires diverse strategic approaches be adopted in order to manage workers effectively. Traditionally, workers have had either no say or an indirect say in issues which concern their job environment. Therefore, in efforts to boost organizational efficiency, employee participation has been an area of academic concern and recent management interest (Worley & Lawler, 2010).

Employee participation is all about making an enabling environment in which individuals have an impact on actions and decisions that influence their occupations. Thus the management team should be proactive in addressing the needs of employees who are considered the organization greatest asset. Empirical research has shown that employee participation contributes to; enhanced managerial decision-making ability (Apostolou & Mentzas, 2003), change in attitude about work, better welfare of workers (Freeman & Kleiner, 2005), reduced expenses through reduction of wasteimproved worker productivity across businesses (Jones, Kalmi, & Kauhanen, 2010), intent to stay, motivation, commitment, creativity, empowerment and job satisfaction (Light, 2004).

According to Ordanini, Miceli, Pizzetti, and Parasuraman, (2011) modern day workers are well trained and basically understand every detail about work environment and the human right aspect

that goes in line with the work place. It is true that most firms have poor participation decision making that mostly lead to sabotage by workers, industrial tension, and reluctance to work, thus leading to low efficiency levels. Also, mostly these decision making policies are never in line with organization needs from time to time however, the top management uses them to maintain the status quo. All these have a bearing on the effectiveness of the organization in terms of service delivery, output and profitability.

Mueller (2012) indicated that adoption of work councils leads to 6.4% increase in productivity; hence showing that employee participation is a predictor of enhanced service delivery. While noting that the density of union membership fell in America to 11.8% in public and 6.9% in the private sector respectively, Sherk (2012) noted that the alternative that employees in America wanted was increased employee participation; which includes self-directed work teams, production committees, safety committees, workers councils and suggestion systems. Juan (2007) carried out a study that compared employee participation in USA and Spain. The study concluded that survey feedback was the most widely used method of direct participation scheme in USA organizations, with over 60 percent using it. A similar comparative study was done by Wasike (2012) who carried out a case study and found that direct participation was more preferred in Kenya compared with indirect and financial participation. Ambani (2016) indicated that globally representative employee participation has gained recognition as the ideal method of ideas and information sharing within an organization. This included the formation of work councils, the collective bargaining agreements and having an employee representative in the organization board.

1.1.1 Employee Participation

According to the Chartered Institute of Personnel and Development (CIPD) (2012) employee participation is the process through which employees are provided with a channel for undertaking part in decision making that affects their work environment..Van-Vugt, Hogan and Kaiser (2008) stated that leaders tend to ignore the essential role of employees. Buciuniene and Skudiene (2008) indicates that employee participation is largely influenced by the leadership behavior within an organization. Nerdinger (2008) is of the view that personnel within a firm will actively seek to be involved in decision making that affects their work environment.

Noah (2008) concludes that employee participation serves as a tool of enhancing the industrial relations between employees and the management as well as creating a sense of belonging within the organization. With increasing employee involvement within the firm, managers are able to enhance performance and improve good behavior among the employees; hence employee participation can be utilized as tool of inducing increased workers motivation within the organization.

Representative participation is a form of employee involvement achieved by selecting or electing employee representatives from the different department and teams to sit on the organization board. The process is consultative where employees elect representatives who are mandated to discuss with senior management issues that concern employees (Apostolou, 2000). This forum provides employees a chance to contribute to proposals before they are presented to senior management for implementation.

Participative decision making is an employee involvement method described as the extent to which employers engage employees in making key decisions for the organization (Stratejisi, Güney-Batı, & Çıkarımı, 2013). The goal of participative decision making is to enable the

organization engage employees through involvement and consequently achieve higher job performance (Borgogni, Dello Russo, & Latham, 2011). However, participative decision making is a power-sharing initiative where decision making roles are shared between senior managers and employees (Black & Gregerse, 2010). In order to be effective, participative decision making should involve all the employees in the organization since it seeks to solve employee's problems and enhance decision making (Locke & Schweiger, 2009).

According to Judge and Gennard (2005), financial participation enables workers to share in the financial achievements and failures of the company. This motivates workers to be more committed to the goals and objectives of the organization, leading to higher service delivery. It is also widely accepted that financial participation boosts the morale and enthusiasm of employees towards the achievement of organizational goals. By sharing in the financial success or failure of the company, employees become important shareholders and may even own the company at some point (Judge & Gennard, 2005).

1.1.2 Service Delivery

Service delivery is the process of provision of benefits and outcomes from the undertaking of a specific task or project (Alford & O'Flynn, 2012). Mare and Benington (2010) define service delivery as the provision of intangible experience that meets the intended benefits of the user. For the intangible experience to be rendered effective, it should be based on certain conditions. According Alford & O'Flynn (2012) service delivery is anchored on the decisions made, resources and the personnel available to ensure outputs are brought forth. Public organizations have been characterized for a long time over their ineffectiveness and inefficient way of service delivery. Though the root cause of this been argued to be monopoly of goods and services, gradually it has emerged that the root cause is lack of participatory input from all employees

(Osborne, 2010). This study assessed service delivery based on reduction in customer complaints, customer satisfaction, reliability, efficiency, optimal service delivery, reduced billing issues and enhanced service coverage.

1.1.3 Employee Participation and Service Delivery

Mann and Harter (2016) established that by linking workers, by having them participate in judgment making, by making the place of work more self-governing and by empowering workers, there are certain outcomes such as attitudes and efficiency thus leading to improvement. Kariuki & Makori (2015) found that employee engagement has positive approach apprehended by workers about their jobs as well as inspiration and effort they place into their jobs concluded that that engagement leads to optimistic members of staff which leads to better performance.

Employee participative decision- making empowers employees to attain their full productivity hence fostering a competitive advantage within the firm (Gilkar & Darzi, 2012). Employers are interested in employee participation because these programs can bring many possible benefits to the organizations. The greatest benefit is that the employee identifies himself or herself with the work and this leads to an improved performance and job satisfaction. Improved performance manifests itself in an increased output and improved quality (Pattanayak, 2008; Aswathappa, 2008). It can also be instrumental in creating satisfied and highly committed employees (Markey, 2006).

Employees can contribute to a number of decisions like: setting work goals, choosing their own benefit packages, solving productivity and quality problems etc. Employee participation will help build ownership and help employees identify with the whole change process (Sharma & Garg, 2017). Employee participation creates more job satisfaction, contributes to personal growth and at the same time improves the results of the company (Pattanayak, 2008). Thus, the

involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high service delivery (Noah, 2008). Oluwatayo, Opoko, and Ezema, (2017) examined employee participation in selected Architectural firms and concluded that participation of employees is more rooted in the decision making process within many organizations. The study also showed that employee participation in decision making does not have a direct link to better organization performance. The study however does not examine how financial participation among the employees can affect the work place service delivery; hence the current study sought to fill the above gap.

A research conducted on the impact of the employee participation on performance of the organization in the Kenyan banking sector found out that employee participation on management has a positive impact on the performance of the firm (Chesang, 2007). The findings by Chesang, prompted her to recommend for a participatory policy in an organization. However the study was conducted in a banking sector hence findings may not be reflective of the current study. In the study on the factors affecting service delivery among water companies in Garissa Kenya (Mohamed, 2011); found out that corruption, inefficient billing, lack of skilled man–power, water pollution, political interference, illegal water connections and pipe leakages and bursts were the contributing factors to poor service delivery. The above studies however did not consider the participation of employees and how it influences service delivery.

Langat and Lagat, (2017) conducted a study on organization ownership and personnel performance within commercial banks and noted that involvement of personnel in rewards and recognition systems fostered efficiency and productivity within the firm. The above study however sampled commercial banks whereas current study examined NCWSSC. The study also did not access the service delivery. Odongo and Wang (2017) indicated that direct employee

participation within the public sector enhanced the institution performance. The study was however premised on performance contracting actions whereas current study sought to evaluate effect of employee participation practices on service delivery.

Nairobi City Water and Sewerage Company is an ISO 9001 certified public institution appointed by Athi Water Services Board (AWSB) to provide water and sewerage services to the residents of Nairobi and its environs (Moraa, Otieno & Salim, 2012). NCWSSC is responsible for water supply, meter reading and billing, sewerage, exhauster and laboratory services. Despite all these commitments from the company, numerous complaints are registered on a regular basis over their services. These complaints among others include inconsistency in meter reading, erroneous billing, water shortage and poor sewerage services (Maji Voice, 2016).

1.2 Statement of the Problem

Limited employee participation witnessed in the public sector has persistently resulted to poor service delivery. The by-product of this is unsatisfactory working conditions, high turnover, raising of voices, decisions that are not up to the standard and uncooperative employees who are not working towards a common goal. Therefore employee participation should take the center stage as it constitute a powerful force for re-energizing service delivery, customer satisfaction, satisfactory working conditions and in coming up with holistic decisions. Studies (Addai, 2013; Ambani, 2016; Langat & Lagat, 2017) have all indicated that employee participation is a deep construct to all facet of human resource management known hitherto. If issues affecting human resources are not resolved in an appropriate manner, employees fail to fully involve themselves in their job.

Gakii, Ikiara, Kabubo-Mariara, Mwaura, and Whittington (2016) concludes that the costing and maintenance of the water and sanitation services in Nairobi City greatly affects the service

delivery. The above study however examines the influence of financial elements on service delivery; whereas current study will consider aspects such as efficiency and customer satisfaction. Karimi (2016) indicated that despite having an 80% water coverage poor maintenance of the water systems led to excessive shortages in water supply. The study further shows that NCWSSC has poor service delivery against all service delivery industry benchmarks. The study failed to indicate the influence of employee participation on the service delivery.

However despite the key role NCWSSC plays in service delivery within the city there has been minimal empirical work examining the contribution of employees towards service delivery. It is from this backdrop that the researcher seeks to examine if any the contribution of employee participation towards service delivery at NCWSSC. The findings of the research may enhance the service delivery within the company as well as offer concrete basis for policy formulation geared towards better personnel productivity. The current study sought to examine the influence of employee participation on service delivery at Nairobi City Water and Sewerages Services Company.

1.3 Objectives of the Study

- i. To examine the influence of direct individual-based employee participation on service delivery at Nairobi City Water and Sewerages Services Company.
- ii. To examine the influence of indirect employee participation on service delivery at Nairobi City Water and Sewerages Services Company
- iii. To examine the influence of financial participation schemes on service delivery at Nairobi City Water and Sewerages Services Company

1.4 Research Questions

- i. What is the influence of direct-individual based employee participation on service delivery at Nairobi City Water and Sewerages Services Company?
- ii. How does indirect employee participation influence service delivery at Nairobi City Water and Sewerages Services Company?
- iii. What is the influence of financial participation schemes on service delivery at Nairobi City Water and Sewerage Services Company?

1.5 Research Hypothesis

The research hypothesis will be tested at 5% significance level;

H1 There is a statistically significant influence of direct-individual based employee participation on service delivery at Nairobi City Water and Sewerages Services Company

H2 There is a statistically significant influence of indirect employee participation on service delivery at Nairobi City Water and Sewerages Services Company

H3 There is a statistically significant influence of financial participation schemes on service delivery at Nairobi City Water and Sewerages Services Company

1.6 Justification and Significance of the Study

Increased population pressures and urbanization has led to swelling of challenges that face the water and sanitation authority within the City. NCWSSC is the sole mandated company in the provision of water and sewerage services hence its' imperative to examine how personnel involvement affects the service delivery within the organization. Employee participation and service delivery has previously lacked attention, especially in developing countries; therefore,

this study provided a fundamental framework and formed a good literature foundation upon which further studies and references could be based on.

The findings of the study were beneficial to Nairobi City Water and Sewerage Service Company in enhancing their policy formulation and fostering service delivery within the city. Furthermore, the study was beneficial to scholars, academicians and researchers since it will broaden their knowledge on issues and concepts facing employee participation initiatives.

To human resources departments and practitioners this study showed the importance of employee participation and enabled organizations to devise strategies for formulation of innovative employee participation programs focused on efforts of promoting collective participation through social partnership within the work environment. Finally, this study will add to the existing literature by empirically studying the correlation between employee involvement and job performance and may enrich scholars with knowledge in human resource management as a discipline.

1.7 Scope and Limitations of the Study

The scope of this research was limited to Nairobi City Water and Sewerage Services Company personnel working within Nairobi City County. The respondents included senior management, middle level management and low level management with knowledge on employee participation and service delivery at the company. The scope of the study was contextually restricted to aspects of employee participation and service delivery.

This study anticipated the limitation relating to the lack of interest and cooperation from some respondents during data collection. This limitation was avoided by first of all, assuring the respondents of the confidentiality of their responses, and secondary by assuring them of the

benefits of the outcomes of the research for the society. The researcher also expected the problem of reference materials. The research also required current documents that were recently published, but it was hard to access the materials. The limitation was avoided by using different journals and magazines from different Websites.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The chapter commences with a discussion of the premises on which the study is grounded upon. The chapter further reviewed relevant literature related to the research variables. The chapter also contained an overview of the theoretical premises of the research. Finally the study graphically represented the interaction of the study variables utilizing the conceptual framework.

2.2 Review of Related Literature

The Gallup Organization (2014) studied employee involvement in 7,939 departments in 36 organizations. The study findings showed that employee involvement was directly related to job performance in a several areas such as productivity, profitability and customer satisfaction; Harter et al (2012) studied employee involvement initiatives encompassing job performance affecting 8,000 business units in 36 companies. The researcher noted that increased employee involvement was directly linked to improved performance and consequently higher profits. Equally in a related study of 42 organizations by Patterson et al (2010) noted that employee involvement was directly related with enhanced employee performance and resulted in increased company productivity in the subsequent year. In similar manner, a research of 2,000 financial institutions in the United Kingdom showed that for every 10 per cent increase in employee involvement levels corresponds to a four per cent increase in product sales (Young, 2007).

Bhati and Qureshi (2007) found there was a positive relationship between employee participation, job satisfaction, and employee productivity and employee commitment. This was an indication that employee participation in decision making leads an employee to perform much better. Vicente, Immaculada, Ana, Escrig-Tena & Bou-Llusar, (2007) alluded that organizational

commitment to employee (OCE) also has a significant impact on both employee and organizational performance.

According to Creigh (2012) and Bradley & Nejad (2012), employee participation is essential in the promotion of better performance within the organization. The studies are in agreement that increased direct participation fosters better service delivery within the firm. This due to increased interaction between the personnel and the management which fosters employee empowerment. According to Sturdy (2014) employee involvement leads to increased productivity within the firm. With increased autonomy in decision making employees tend to be more efficient over time and contribute to better responsibility and effectiveness in their work duties.

According to Barry et al (2008) shows that service quality will enhance customer loyalty due to better satisfaction with the service delivery within the organization. The study further indicates that customer satisfaction with the service will lead to increased retention rates and referrals. Sukirno and Sununta (2011) examines participative decision making among lecturers and indicates that increased participation fosters the organization performance. The study was however conducted in an education setting and did not take into consideration service delivery aspects.

2.2.1 Direct Individual Based Participation

Gonzalez (2009) identifies three forms of direct participation: informative, consultative and delegated participation. Informative participation is mainly utilized by supervisors and other superiors while consultative participation includes setting up of suggestion boxes and attitude surveys within the firm while delegated participation involves the use of select groups to advocate for better personnel terms of service. Armstrong(2009) indicates that employees can affect the organization productivity based on their commitment to the organization goals. This

can be characterized through their involvement in decision making and the aspects of the firm. Thus, in order to foster better performance the management should not treat employees in isolation.

Involving employees in decisions and policy changes that directly affect their job, while empowering employees to be more autonomous, greatly improves morale at large. When employees are viewed as a firm asset this improves their confidence levels and the company can register significant gains from the increased employee motivation. The longer the employee is directly involved the more they will become a valuable asset to the firm (Bearn, 2015). Addai (2013) conducted a study on the link between decision making, employee involvement and worker motivation in the banking sector in Ghana. The findings of this research study revealed that, involving employees in various initiatives enhances job satisfaction and increases commitment to the organization.

The most common individual empowerment schemes in Kenya's public sector include training and development programs and employee feedback survey. According to Summers and Hyman (2005), attitude surveys examine a variety of attitudes and behaviour, such as beliefs, opinions, values, expectations and satisfaction. These methods of employee participation are critical in fostering employee productivity. Wachira (2013) investigated the connection employee engagement and commitment at a bank in Kenya. The findings revealed that employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. This previous study looked at employee engagement levels and job satisfaction while the present study seeks to determine the effect of employee involvement on job performance.

2.2.2 Indirect Participation

Indirect forms of participation include: joint consultative committees, workers councils, and employee representatives in the board of directors or management. Owing to decline in traditional sectors of the economy where collective bargaining flourished, the proportion of companies using new forms of employee participation has been growing in the U.K. Employers have continued to be encouraged to adopt employee participation (Summers & Hyman, 2015). In the US, a new face of labor movement has emerged. Alt-labor is a concept that is emerging as an alternative to workers unions. In these new face workers who are not members of organized traditional workers unions are mobilizing members to enable them make various demands to employers (Eidelson, 2013).

Tonnessen (2005) indicated that in Norwegian firms the indirect participation of employees is deeply rooted in the industry regulations and work environment guidelines. This has led to an increase in organization performance. Noah (2008) indicates that there is a significant causal link between employee participation and organization commitment which leads to better productivity within the firm. Raul et al. (2008) in this study noted that the government of Estonia was more concerned with other social problems such as unemployment and this relegated participation rights of employees to second place. The government hoped the trade union would address the issue but they too did not take the initiative. The industries in which part time employment was significant were less likely to practice any form of employee involvement (participation) than those where full time workers were dominant in the work force. The study however failed to consider any influence of employee participation on service delivery.

Parasuraman, Kelly & Rathakrishnan (2013) conducted a study on employee participation in the Malaysian private sector. The results revealed that there was no genuine participation by

employees in most organizations in Malaysia. Mostly, management imposed employee participation scheme without consultation with unions. The results of the study also indicated that increased employee participation fostered better service delivery. This study was however conducted in a developed economy and therefore the findings may not be replicated in Kenyan situation.

Levine and Tyson (2010) indicated that consultative employee participation lead to better information sharing within the organization but with limited employee involvement in final decision making whereas substantive involvement increases employee autonomous control on decision making which improves the service delivery within the firm. Alper (2008) opines that managers need to build trust by formulating human resource practices that promote open and honest communication and create opportunities for employees to participate in decision making process that might affect their work.

There has been increasing research interest in consensus decision making within Europe and the United States. The research evidence indicates that consensus approach yields more creative decision making and implementation of decisions than individual approaches hence fostering firm performance (Sheehan, 2009). Decision making work teams enjoy great discretion in organizing their own work within broad guidelines with minimal direct supervision. This participation has been mostly effected through bargaining agreements which enhance the attainment of service quality and offering by organizations (Addai, 2013).

Brunt & McCourt (2011) noted that NGOs in Kenya find co-determination and employee control to be unrealistic due to pressure or directives from donors and management environments. Consultation is preferred, especially where the management uses works councils or handpicks workers representatives into the management boards. The intention of individuals or group

participation goes beyond democratic purpose. Apart from serving as an expansion of democratic space, it also includes bringing efficiency, and the right to influence decisions.

Stiff competition in the business world and continued decline of union membership has rekindled interest in the importance of employee participation (Biswas & Varma, 2007; Summers & Hyman, 2005). In Kenya, out of 16.5 million workers, only 1.5 million or 9.2% of the labor force are members of a union (World Bank, 2008). Brunt and McCourt (2011), in a study on seven International NGOs in Kenya, noted that none of the agencies recognized a trade union and only 4.3% of employees were unionized. However the above study factors only NGO's and does not consider employee participation within government agencies.

During the period covering 2011 and 2012, various groups of workers in the Kenyan public sector had been involved in industrial disputes with their employers (Kimutai, 2012). Notably, doctors, nurses, university dons, teachers and airport workers participated in industrial strikes. These were caused by alleged managements' high handedness in implementing bargaining agreements, and employers' unilateral decisions besides demand for better terms and conditions of work in the employment relationship. This is an indication of dissatisfaction and the anxiety it causes may affect the level of employee commitment and productivity. Besides lowering the morale of employees, it may also cause some form of industrial disharmony in a country.

2.2.3 Financial Participation Schemes

Financial participation schemes take two main dimensions and both are important from a policy perspective. The first approach involves distribution of shares to employees, based on the assumption that share ownership induces positive attitudinal and behavioral responses (Summers & Hyman, 2005). A second dimension of financial participation according to the duo of Summers and Hyman (2005) is the flexibility of pay which is a process where the employee

remuneration is pegged on the performance of the firm. The most common method of this approach is the cash-based profit related pay (PRP) or profit sharing programs.

According to Brown et al (2008), profit sharing programs are more effective when combined with employee participation in management. Employee share ownership and stake in company profitability produce a feeling of ownership. This can lead to positive employee orientations and high levels of commitment (Petri et al., 2011). Employee Share Ownership Plan (ESOP) is a scheme designed to allow all employees to become shareholders in their company. ESOPs can offer majority shareholding to employees. Profit sharing and share ownership schemes are common types of financial schemes (Juan et al., 2007)

Gill and Krieger (2013) carried out a far-reaching attitudinal survey with 7,326 people participating. This study was carried out in 1998-2008 in the then twelve member countries of the EU. The study examined aspects of employee participation such as representative forums, cash based programs and individual participation. The findings of the studies indicated that countries such as Belgium, France, Germany and Italy that had deeply rooted cash based remuneration programs attained better organization performance than those that employed representative participation. Generally the research indicated that greater financial participation was associated with efficiency, effectiveness and enhance service provision within the firm. The above study was however conducted across the EU which is a developed region hence the findings may not be replicative in the current research scope.

Morris, Bakan and Wood (2006) conducted a study on Employee Financial Participation: Evidence from Major U.K Retailer. The results indicated that found that individualized financial schemes on one hand encourage individuals to put extra effort to earn individualized rewards while it also discourages group solidarity on employee. This may make the dissatisfied to quit

the organization. The study found that there was increasing inequities between managers and non-managers in regard to pay. The study however considered a retailer and not a utility company like Nairobi Water and Sewerage Services.

2.3 Summary of Gaps in Literature

The general literature has identified theoretical framework that supports the need for organizations to adopt management styles which encourage employee participation in management. Various theories identify employees as a source of competitive advantage if they are given some degree of autonomy to determine their work processes. Most allude that involving ordinary employees in determination of their work processes and other important decisions in the organization improves their level of commitment to the organization as well as foster quality service delivery to customers. From the reviewed literature it was evident that there was a gap in knowledge that there is limited empirical literature examining the employee participation and service delivery within Nairobi City Water and Sewerage Services Company. The reviewed literature further has indicated a growing trend of involving employees within the firm with varying degrees of influence on service delivery and productivity. Essential to employee participation are direct, indirect, and financial participation. However empirical evidence has also indicated that with changing trends bargaining agreements have become a central theme in employee participation owing to the diminishing effect of traditional employee unions. Despite this there has been a gap within local studies identifying if any the contribution of the different employee participation aspects on the service delivery within state corporations. This despite numerous shortcomings in service delivery within state-led corporations hence this study was essential in expanding the knowledge gap as well as enhancing policy formulation within the company in order to foster service delivery.

2.4 Theoretical Review

2.4.1 Goal Setting Theory

Goal setting theory was postulated by Edwin Locke in 1960 and he asserted that goal setting is fundamentally linked to performance (Locke, 1968). Goal Setting Theory is an intellectual hypothesis of motivation grounded on the assertions that goals do regulate employee behavior. Goal theory postulates a positive link between performance and goal difficulty, with challenging goals eliciting much effort than simple goals (Martin & Manning, 1995). This hypothesis presupposes that behavior is purposeful and that goals focus employees' energies in performing specific task (Locke & Latham, 1990).

Consequently, Goal Setting hypothesis is an effective strategy of arousing performance by provision of feedback, employee involvement and participation (Latham et al, 2002). Necessary feedback of results and employee involvement in goal setting directs the employee behaviour and contributes to higher performance than absence of feedback and non-involvement. Also, specific, difficult goals lead to participation through employee involvement in goal setting, enhanced employer-employee relations and improved performance by producing higher levels of effort and planning (Latham et al (2002). Thus goal setting can be an effective method of influencing performance by enhancing employee participatory initiatives through provision of appropriate communication and regular feedback mechanism (Latham et al 2002). Hence the theory formed the basis of examining service delivery as a performance indicator within organizations.

2.4.2 Participatory Management Approach

The participatory approach to management is replacing the old command-and-control method. This method of management involves everyone in defining objectives, decision making and

accountability (Kagaari, Munene & Ntaayi, 2010). The implementation of participatory management requires the sharing of written goals, strategies, financial and production or performance information. This section was guided by a number of theories and models. A study by Juan, et al., (2007) identifies participation in two main forms: work-related and financial participation. Work-related participation include suggestion scheme, employee survey feedback, job enrichment, quality circles, union-management committees, self-managing work teams, mini-business units and employee strategic committees. Financial participation activities include fixed salary, skill or knowledge based pay, individual incentives, profit-sharing schemes, gain-sharing, flexible benefits (cafeteria style), employment security, non-monetary recognition awards and stock option plans. These participation activities influence the service delivery of organizations differently depending on the level and form of influence employed. A few select participation schemes was utilized to guide this study.

2.4.3 Stakeholder Theory

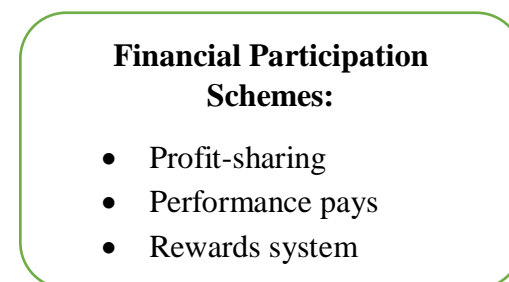
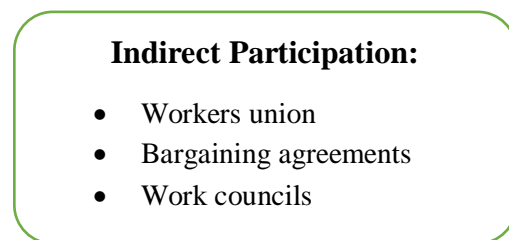
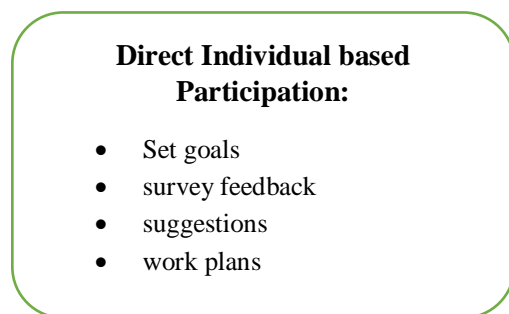
Stakeholder theory argues that every legitimate person or group participating in the activities of the firm do so to obtain benefits. All stakeholder interests should be considered intrinsically valuable. Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. According to Freeman, Wicks, & Parmar (2004) the stakeholder theory motivates managers to propel the organization forward and allow it to enhance its performance metrics. The theory also articulates that managers will strive to foster efficiency through promoting better relationships within the work place.

Stakeholder theory argues that the organization has relationships with many constituent groups and that managements can engender and maintain the support of these groups by considering and balancing their relevant interests (Reynolds, Schultz & Hekman, 2006). Employers therefore

need to consider workers as very pertinent components of the decision making process in the organization. There is need to balance stakeholder interests in order to realize improved performance (Friedman, & Miles, 2002). Traditionally, firms only address the needs and wishes of four parties: investors, employees, suppliers, and customers. However, stakeholder theory argues that there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, associated corporations, prospective employees, prospective customers, and the public at large. Sometimes even competitors are counted as stakeholders. Hence this theory was essential in guiding indirect participation as a predictor of service at the Nairobi Water and Sewerage Services Company.

2.5 Conceptual Framework

Independent Variable



Dependent Variable



Figure 2.1 Conceptual Framework

The above conceptual framework depicted an interaction between employee participation and service delivery at Nairobi City County Water and Sewerage Service Company. The employee participation was measured using direct participation, the indirect participation and financial participation of the personnel. Service delivery within the service company was measured using; increased customer satisfaction Reduced complaints, efficiency, reliability and effectiveness. The relationship between the study variables was measured using a mixed research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design is the conceptual structure that guides the conduct of the research study (Kothari, 2004). This research adopted a descriptive survey study design to accurately and systematically describe the effect of employee participation on service delivery at Nairobi water and sewerage Services Company. This approach was adopted an in depth exploration of data on the nature of the problem. Descriptive research design involves querying the selected population about a certain issue and allows the researcher to collect information on the actual state of the phenomenon at the time of the study (Musungu & Nasongo, 2008).

3.2 Site of the Study

Organizations in the public sector in Kenya still faced numerous challenges in an attempt to entrench employee participation schemes as important tools of improving productivity (Brunt & McCourt, 2011). The seventeenth report of the public investments committee on the accounts of state corporations (Republic of Kenya, 2010) indicated that many state companies operated under a great constraints in the management, financially and in the personnel which have contributed to poor service delivery and overall institutional performance. The exclusion of employees in decision making, strategic planning and implementation has limited the service delivery which leads to inefficiencies. The study was conducted at Nairobi City Water and Sewerage Services in Nairobi City County. The Company had established 15 regional branches across the county to bring services closer to her 273316 customers (Maji Voice, 2016). The study was however conducted at the company headquarters in Industrial Area. Being the central location of the company, the research anticipated that critical information to solving the research problem was readily available at the headquarters of the company.

3.3 Target Population

Population is the entire group of individuals, events or objects with similar observable characteristics (Kothari, 2004). The study was carried out among employees working in Nairobi Water and Sewerage Services Company. The employees were selected since they have sufficient knowledge on employee participation and service delivery within the firm. There are 240 employees at the company headquarters (NCWSSC, 2017).

3.4 Sampling Technique and Sample Size

According to Kothari (2004) a sampling frame represents the entire set of population or objects from which a sample population was drawn from. The sampling frame for the study included personnel working at NCWSC headquarters in Nairobi.

Table 3.1 Sampling Frame

Personnel Level	Population	Percentage of Total Population
Executive Managers	24	10%
Middle Managers	92	38%
Subordinate Staff	124	52%
Total	240	100%

A sample is the number of subjects, items or cases that are selected from the accessible population (Kothari, 2004). An optimum sample is one that fulfils the requirements of efficiency, representativeness, reliability and flexibility (Mugenda & Mugenda, 2008; Saunders, 2011). The study adopted the Yamane formula in calculating the sample respondents;

The sample size was calculated as below;

$$n=Z^2pq/d^2$$

Where,

n= desired sample size

Z= standard normal deviation set at 1.96 (95% confidence level)

P= proportion of the targeted population that have the characteristic focusing in the study estimated at 50% (0.5).

$$q=1-p (1-0.5)$$

d= degree of accuracy set at 5% -degree proportion of error that should be accepted in the study (0.05) since the study is at 95% confidence level.

$$\text{Thus Desired Sample (n)} = \{1.96^2 * (0.5 * (1-0.5))\} / 0.05^2$$

$$\text{Hence; } n = \frac{(1.96 * 1.96) * (0.5 * 0.5)}{(0.05 * 0.05)}$$

$$(0.05 * 0.05)$$

$$n = 384$$

The researcher further applied finite correction formulae (nf) that is applied together with the Yamane formulae in successive steps as indicated:

$$nf = \frac{n}{1 + n/N}$$

Where: n is the sample size and N is the total target population

$$N = 240$$

$$n = 384$$

$$nf = \frac{384}{1+384/240} = 148$$

The sample respondents for the study were 148 personnel who were apportioned equally per each personnel level. The study further employed random sampling in selecting the respondents for equal representation.

Table 3.2 Sample Size

Personnel Level	Population	Sample apportionment
Executive Managers	24	24/240*148 = 15
Middle Managers	92	92/240*148 = 57
Subordinate Staff	124	124/240*148 = 76
Total	240	148 respondents

3.5 Data Collection

The study relied on both primary and secondary data. The study utilized a questionnaire to collect primary data (*Appendix II*). A questionnaire was appropriate for this study since it gives respondents an opportunity to express their views more objectively (Kothari,2004). Secondary data was obtained from periodicals, journals and other relevant materials available in the internet as well as from the physical library.

3.6 Pilot Study

A pilot test helps to determine the validity and reliability of the data collection instrument (Bryman& Bell, 2011). It also assists in designing the main survey and serve as a precaution against unnoticed errors in the plan for the main survey (Rukwaru, 2007). It further indicates whether any important questions have been omitted and gives an opportunity to collect other comments that may be relevant to the questionnaire and subsequently the evaluation (Connolly

& McGing, 2007). The study conducted a pilot test within Athi Water Services Company which is among the biggest water service providers in the Country.

3.6.1 Validity Tests

Validity refers to the extent to which differences found with a measuring instrument reflect true differences among those tested (Kothari, 2004). In order to ensure high level of content validity, comments by supervisors who are themselves experts was incorporated and changes made accordingly into the final questionnaire version. The study further utilized face validity by ensuring that all the study objectives were considered in the main research instrument.

3.6.2 Reliability Tests

According to Sekaran and Bougie (2013), reliability is the degree to which an assessment tool produces stable and consistent results. This refers to the extent to which results are consistent over time. The research instrument is considered to be reliable and accurate when the results of a study can be reproduced under a similar methodology. Cronbach's alpha was used to test for internal reliability of each variable used in the study. Cronbach's alpha values range from 0 to 1. Where the computed alpha coefficient was greater than 0.70, then, this was considered as an acceptable level of internal reliability (Bryman, 2008).

3.7 Research Procedure

Data collection refers to the techniques or methods applied by researchers in consolidating responses from the sample population (Bryman & Bell, 2011). The study utilized a drop and picks method in the data collection process at Nairobi City Water and Sewerage Services Company. This method allowed the researcher to administer the questionnaires to the respondents and made a schedule of collecting the responses at a reasonably later date. This

allowed the respondents to seek any clarification on the research instruments items as well as ample time to fill in their responses.

3.8 Data Analysis

The collected data was edited, and entered for subsequent analysis in SPSS 23 using descriptive and inferential statistical analysis. For the descriptive statistics the research utilized frequencies, percentages, means and standard deviation. Inferential statistics was conducted using a regression model shown below. The inferential statistics was presented using regression model summary and correlation coefficients indicating the magnitude of association between the research variables. The findings were further presented using charts and tables. The study further examined the statistical significance of the model using ANOVA.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where: Y = Dependent Variable (service delivery)

Independent variables, which include:

X1 is direct individual based participation

X2 is indirect participation

X3 is financial participation

α = the constant

β_1-3 = the regression coefficient or change included in Y by each X

ϵ = error term

Table 3.3 Operationalization of Variables

Objective	Measurement	Analysis Technique	Interpretation
To examine the influence of employee participation on service delivery within NCWSC.	Means, standard deviation, coefficient of determination	$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$ X1 is direct individual based participation X2 is indirect participation X3 is financial participation ϵ = error term	The higher the coefficient of determination (R^2) the higher the magnitude of influence
To examine the influence of direct individual-based employee participation on service delivery at NCWSC	Means, standard deviation, coefficient of determination	$Y = \alpha + \beta_1X_1 + \epsilon$ X1 is direct individual based participation ϵ = error term	The higher the coefficient of determination (R^2) the higher the magnitude of influence
To examine the influence of indirect participation on service delivery at NCWSC	Means, standard deviation, coefficient of determination	$Y = \alpha + \beta_2X_2 + \epsilon$ X2 is indirect participation ϵ = error term	The higher the coefficient of determination (R^2) the higher the magnitude of influence
To examine the influence of financial participation schemes on service delivery at NCWSC	Means, standard deviation, coefficient of determination	$Y = \alpha + \beta_3X_3 + \epsilon$ X3 is financial participation ϵ = error term	The higher the coefficient of determination (R^2) the higher the magnitude of influence

3.9 Ethical Considerations

Prior to embarking on this research, the proposal was presented to the supervisor(s) for academic approval. Permission to do research was sought from department public policy and administration of Kenyatta University. The researcher also debriefed the research assistants to ensure they are aware of the ethical guidelines. The researcher also prepared an introduction letter that was presented to the respondents during the data collection process to ensure they are aware of their rights to confidentiality and willingness to participate in the research. In order to be compliant with the government's policy on research, permission to carry out the study also

sought the National Commission for Science, Technology and Innovation (NACOSTI) license permit. This assured the respondents that the research is purely for academic purpose.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The fourth chapter of the study presented the results of the analysis. The chapter was grouped into the demographic information, the descriptive statistics, the inferential statistics and the content analysis section.

4.2 Demographics

4.2.1 Response Rate

The results of the study indicated that the research was able to obtain a 71% (n=105) positive response as shown in figure 4.1 below. Kaplowitz, Hadlock, and Levine, (2004) indicated that a response rate of above 60% is reliable for statistical analysis; hence the research response was deemed appropriate for analysis.

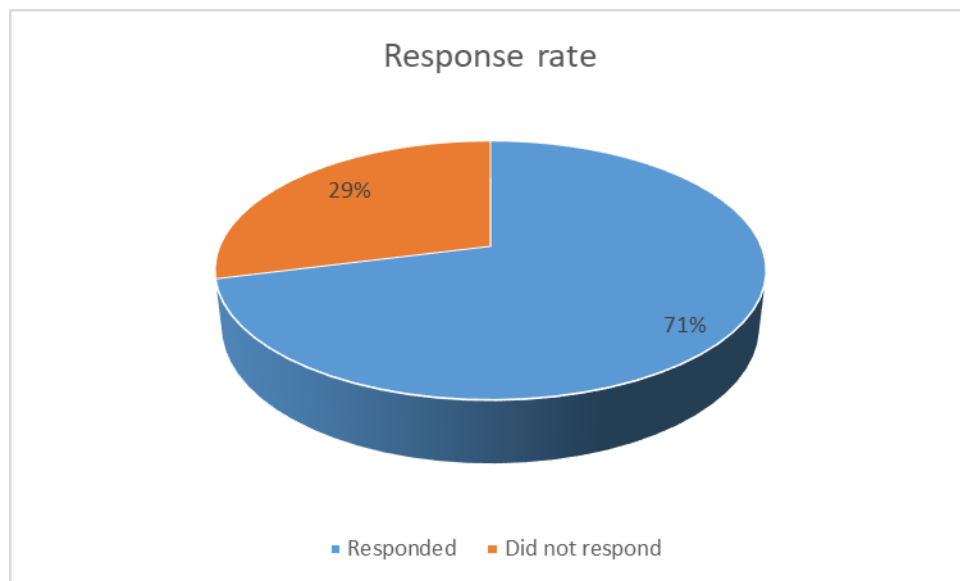


Figure 4.1 Response Rate

4.2.2 Age of Respondents

Table 4.1 Age of Respondents

	Frequency	Percent
Valid		
Below 25 years	2	1.9
25 – 35 years	57	54.3
36 and above	46	43.8
Total	105	100.0

The results of the study on table 4.1 above indicated that the majority of the respondents 54% (n=57) were between the age 25-35 years, 44% (n=46) were of the age 36 and above while only 2% (n=2) of the respondents were below 25 years of age.

4.2.3 Gender of Respondents

Table 4.2 Gender of respondents

	Frequency	Percent
Valid		
Male	44	41.9
Female	61	58.1
Total	105	100.0

The findings of the research indicated that the majority of the respondents 58% (n=61) were female while 42% (n=44) were male respondents.

4.2.4 Education Level of Respondents

The results of the study on figure 4.2 indicated that 74% (n=78) were graduate level students, 24% (n=25) were diploma level students while only 2% (n=2) of the respondents were postgraduate students.

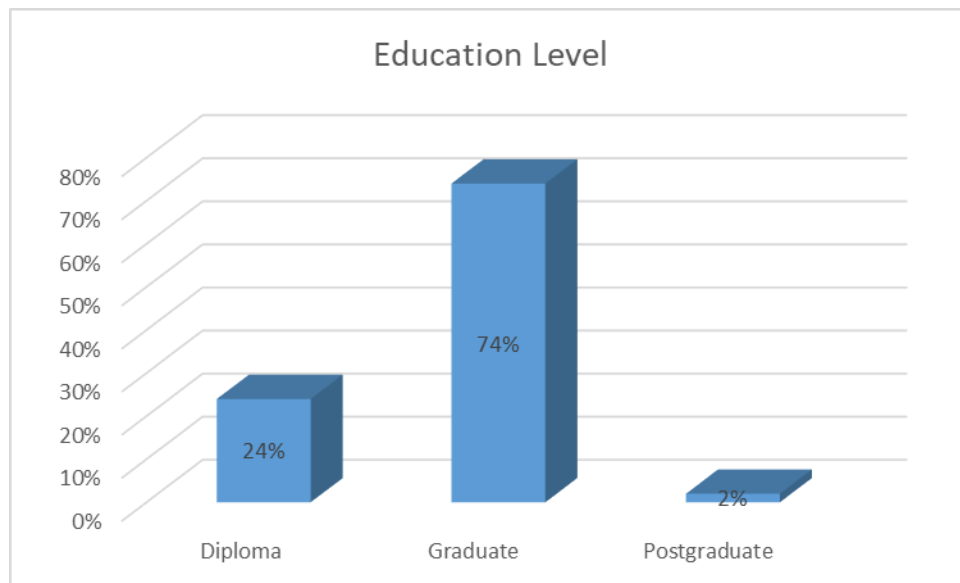


Figure 4.2 Education Level of Respondents

4.2.5 Position within the Organization

Table 4.3 Position within the Firm

		Frequency	Percent
Valid	Operations Department	26	24.8
	Finance Department	18	17.1
	Procurement Department	45	42.9
	Administration Department	16	15.2
	Total	105	100.0

The findings of the study on table 4.3 indicated that the majority of the respondents 43% (n=45) were within procurement departments, 25% (n=26) of the respondent were within operations department, 17% (n=18) of the respondents while within finance department while only 15% (n=16) of the respondents were within the administration department.

4.2.6 Experience of Respondents

Findings of the research on figure 4.3 indicated that 47% (n=49) of the respondents had between 5-9 years of experience, 33% (n=35) of the respondents had less than 5 years of experience, 14% (n=15) of the respondents had between 10-15 years of experience while only 6% (n=6) had over 15 years of experience.

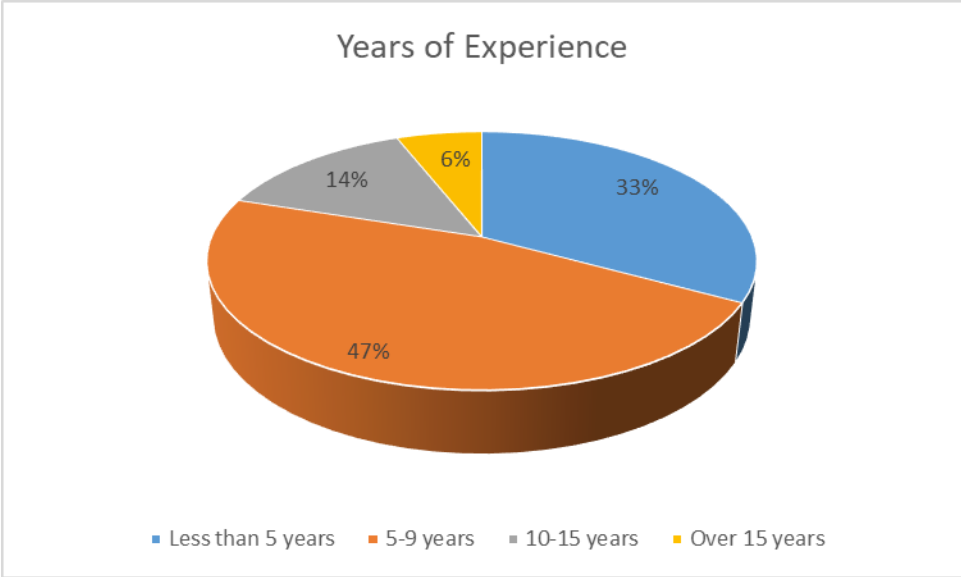


Figure 4.3 Years of Personnel Experience

4.3 Descriptive Statistics

4.3.1 Service Delivery within Nairobi City Water and Sewerage Services

Table 4.4 Service Delivery Descriptive

	N	Mean	Std. Deviation
There is a reduction in number of complaints by customer.	105	4.0857	.66671
Involving personnel at the company has enhanced service reliability.	105	3.8667	.76040
There is increased responsiveness within the company.	105	3.2381	.90430
There is increased efficiency within the company.	105	3.9048	1.06088
Employee participation has fostered customer satisfaction within the company.	105	4.3429	.69099

Findings on table 4.4 indicated that most of the respondents strongly agreed that there was reduction in number of complaints by customer as shown by a mean value of 4.0857 and a slight variation in responses as shown by standard deviation of .66671. The study results also indicated that there was agreement among the respondents that involving personnel at the company has enhanced service reliability as shown by the mean value of 3.8667 and a standard deviation of .7604. The findings on the table above also indicated there is increased responsiveness within the company as shown by a mean value of 3.2381 and a standard deviation of .9043 which indicated agreement among the respondents. The study findings also showed that there is increased efficiency within the company as shown by a positive mean of 3.9048 and a standard deviation of 1.06088 showing high agreement among the study respondents. The findings also indicated that respondents were in strong agreement that employee participation has fostered customer satisfaction within the company as indicated by the mean value of 4.3429 and a deviation of .69099

These findings are consistent with (Odongo & Wang, 2017); who indicated that increased participation of employee fostered the institutional performance. Further the results are not consistent with the inferences made by Gakii, Ikiara, Kabubo- Mariara, Mwaura, and Whittington, (2016) who indicated there was poor service delivery within the firm. The respondents did acknowledge shortcomings that are experienced by the firm due to excessive demand and seasonal fluctuations in the water supply; however the County government with the backing of the central government has embarked on a rigorous master plan that seeks to eliminate water shortage within the city. More so, recent developments in the governance of the county has resulted in increased waste management initiatives which have promoted service offering as well as ensuring a conducive dwelling within the Nairobi City County.

4.3.2 Influence of Direct Individual Based Participation on Service Delivery

Table 4.5 Direct Individual Based Participation on Service Delivery Descriptive

	N	Mean	Std. Deviation
Setting of goals by employees enhances service delivery.	105	3.9810	.77187
Utilization of survey feedback by personnel has enhanced the delivery of services at the company.	105	4.3524	.77187
Setting up of work plans by personnel enhances efficiency within the firm.	105	4.2095	.59960
Increased employee involvement leads to reduction in service complaints.	105	4.0476	.75168
Adoption of employee suggestions by management fosters productivity among the personnel.	105	4.2190	.95052
Increased management delegation of duties fosters employee productivity and effectiveness.	105	4.2952	.71956
I am a member of problem-solving team in the organization	105	3.7619	.68674
I participate in strategic management meetings	105	3.4762	.74801
I am an active member of a semi-autonomous work group in the organization	105	3.1048	.88713

The findings of the study on table 4.5 indicated that most employees were in agreement that setting of goals by employees enhances service delivery as indicated by the mean value of 3.981

and a standard deviation of .77187. Findings of the study further indicated that utilization of survey feedback by personnel has enhanced the delivery of services at the company shown that respondents were in agreement as indicated by a positive mean of 4.3524 and a standard deviation of .77187 showing minimal variation in the responses obtained. The study results showed that there was strong agreement among respondents that setting up of work plans by personnel enhances efficiency within the firm as shown by a high mean value of 4.2095 with a standard deviation of .5996. The findings of the study indicated that with regard to increased employee involvement leads to reduction in service complaints had mean value of 4.0476 with a standard deviation of .75168. The results of the study also showed strong agreement among respondents in regard to adoption of employee suggestions by management fosters productivity among the personnel as shown by a mean value of 4.219 and a standard deviation of .95052

The findings on table 4.5 indicated there was strong agreement among respondents that increased management delegation of duties fosters employee productivity and effectiveness as shown by the mean value of 4.2952 and a standard deviation of .71956. Study results on table 4.5 showed that there was agreement among respondents that they are members of problem-solving team in the organization as indicated by a mean of 3.7619 and a deviation of .68674. Findings of the study showed there was agreement among respondents that they participate in strategic management meetings as shown by a mean value 3.4672 and a standard deviation of .74801. Results of the study further showed that there was moderate agreement among respondents that they're an active member of a semi-autonomous work group in the organization as shown by the mean value of 3.1048 and a standard deviation of .88713. The above results are in line with the conclusions by Dong, Sivakumar, Evans, and Zou, (2015) who indicated that goal setting by employees enhanced the performance of firms. Addai, (2013) also held that involvement of

employees in decision making fostered motivation within the work place which contributed to better organization performance.

4.3.3 Influence of Indirect Employee Participation on Service Delivery

Table 4.6 Indirect Employee Participation on Service Delivery Descriptive

	N	Mean	Std. Deviation
Involvement of workers union in setting organization goals fosters service delivery	105	3.3238	1.07860
Involvement of union representatives ensures job security which enhances productivity of employees	105	4.4000	.67368
Having employee representatives in the board fosters attainment of organization goals	105	3.7905	.68914
Increased employee union involvement enhances employee commitment which increases productivity and efficiency.	105	4.0000	.95071
Meeting employee association agreements increases employee motivation which enhances the service delivery.	105	3.8190	.87465
A council of elected workers representatives exists in this organization	105	3.8000	.83666
Engaging in consultations with employees fosters involvement in decision making.	105	3.7429	1.20119
Adopting collective bargaining agreements enhances productivity within employees.	105	4.3238	.96571
The goals of the firm are incorporated in collective bargaining agreements with my employer.	105	4.0571	.96903
Performance contracts have been introduced to foster service delivery.	105	3.9714	.62722

Findings of the study indicated with regard to involvement of workers union in setting organization goals fosters service delivery there was agreement among respondents as indicated by a mean value of 3.3238 with a standard deviation of 1.0786. The result of the study

involvement of union representatives ensures job security which enhances productivity of employees with a strong agreement of 4.4 with a standard deviation of .67368. The results of the study on table 4.6 showed there was agreement among respondents concerning having employee representatives in the board fosters attainment of organization goals as shown by a mean value of 3.7905 and a standard deviation of .68914. The findings of the research further indicated that increased employee union involvement enhances employee commitment which increases productivity and efficiency as show by a mean of 4 and a variation of .95701. Concerning meeting employee association agreements increases employee motivation which enhances the service delivery indicated there was an agreement among respondents as shown by a mean value of 3.819 and a standard deviation of .87465. The results of the study showed there was agreement among respondents in regard to council of elected workers representatives exists in this organization as shown by a mean value of 3.8 and a deviation of .83666. Ambani, (2016) results also indicated that enhanced collective employee representation enhanced performance within institutions. Similarly Gilkar and Darzi, (2012) indicated that employee job involvement contributed to better organization performance.

Results of the study indicated that with regard to engaging in consultations with employees fosters involvement in decision making showed there is agreement among respondent as indicated by a mean value of 3.7429 and a standard deviation of 1.20119. Findings of the study indicated there was strong agreement among respondents that adopting collective bargaining agreements enhances productivity within employees as shown by a strong mean value of 4.3238 and a deviation of .96571. Results of the research also showed strong agreement among respondents that the goals of the firm are incorporated in collective bargaining agreements with my employer as shown by a mean value of 4.0571 and deviation of .96903. Concerning

performance contracts have been introduced to foster service delivery there was agreement among respondents as shown by a mean value of 3.9714 and standard deviation of .62722. Odongo and Wang, (2017) also indicated that employee contracting through union agreements enhance the productivity and job performance among personnel. Wasike, (2012) also noted that participation among employee contributed to better service delivery within firms.

4.3.4 Influence of Financial Participation Schemes on Service Delivery

Table 4.7 Financial Participation Schemes on Service Delivery

	N	Mean	Std. Deviation
I am involved in the determination of my individual incentives provided in the organization	105	3.4667	1.11861
I participate in determining the pension scheme decisions made in the organization	105	2.7143	.91687
Workers in this organization receive skill/knowledge based pay besides their regular salary	105	2.1714	1.03271
Workers in this organization receive performance-related pay besides their regular payments	105	1.9333	.68313
Employees in this organization are allowed to own company shares	105	1.3810	.52589
Sharing of profits among employees makes me more productive in this organization	105	1.0571	.23323

Results on table 4.7 indicated that respondents were in agreement that they're involved in the determination of my individual incentives provided in the organization as shown by a mean value of 3.4667 and a standard deviation of 1.11861. The study findings also showed that with regard to participation in determining the pension scheme decisions made in the organization there was moderate agreement among respondents as shown by a mean of 2.7143 and a

standard deviation of .91687. The results of the study indicated that there was moderate agreement among respondent that workers in this organization receive skill/knowledge based pay besides their regular salary as shown by a mean of 2.1714 and a deviation of 1.03271.

The findings further indicated that there was disagreement among workers in the organization that they receive performance-related pay besides their regular payments as shown by a mean value of 1.9333 and a deviation of .68313. The results also showed with regard to employees in this organization are allowed to own company shares there was disagreement among respondent as shown by a mean value of 1.38 and a deviation of .52589 while in regard to sharing of profits among employees makes them more productive in this organization there was a disagreement among respondents as shown by a mean value of 1.0571 and a deviation of .23323

The above research findings do not resonate with Lau and Roopnarain, (2014) who indicated that adoption of financial measures such as profit sharing and rewards systems enhanced employee motivatio which increased organization performance.Nica, (2016) also concluded that performance based pay systems and cash rewards enhanced employee effectiveness within firms; which translated to better organization performance.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

The main objective of the study was to examine the influence of employee participation on service delivery at Nairobi City Water and Sewerage Company.

Table 4.8 Correlation Matrix

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.594	2.236		.266	.041
Direct Participation	.721	.069	.836	10.500	.000
Indirect Participation	-.140	.044	-.255	-3.203	.002
Financial Participation Schemes	-.005	.067	-.005	-.068	.246

Dependent Variable^a: Service Delivery at NCWSC

The resultant regression model was of the form;

Service Delivery = 0.594 + .721 Direct Participation + -.140 Indirect Participation + -.005 Financial Participation Schemes

The findings of the study indicated that there is a statistically significant positive association between direct participation and service delivery as indicated by a *P-value* = .721; *Sig* = .000.

Findings of the study showed that there was statistically significant weak negative association between indirect participation and service delivery as shown by *P-value* = -.14; *Sig* = .002. The study results also showed a statistically insignificant weak negative association between financial participation schemes and service delivery at NCWSC as indicated by a *P-value* = -.005; *Sig* =

.246. Overall the correlation matrix indicated there is a statistically significant association between employee participation and service delivery (*sig.041 <0.05*).

These findings are consistent with Bosire, Moses, and Evans, (2017) who indicated that increased employee participation in decision making and task solving helped improve service delivery. Similarly Keinan and Karugu, (2018) concluded that management involvement of employees in the decision making and broad participation enhanced the performance of the firms in Kenya.

4.4.2 Regression Model Summary

Table 4.9 Regression Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.539	.525	1.83089

a. Predictors: (Constant), Financial Participation, Direct Participation, Indirect Participation

b. Dependent Variable: Service Quality

The above generalized model sought to estimate the magnitude of the association between the predictor variables (*employee participation*) and the dependent variable (*Service delivery at NCWSC*). The results of the study indicate that holding all other factors constant there is a positive relationship between employee participation and service quality as shown by the coefficient of determination $R^2 = .539$. This indicates that 53.9% variations in the service delivery at the firm are explained by employee participation. These findings are in line with (Ambani, 2016; Mohamed, 2012) who acknowledged that employee participation had a positive influence on service delivery within the country.

4.4.3 ANOVA Model Summary

Table 4.10 ANOVA^a Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	395.280	3	131.760	39.306	.000 ^b
	Residual	338.567	101	3.352		
	Total	733.848	104			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Financial Participation Schemes, Direct Participation, Indirect Employee Participation

The study further analysed the statistical significance of the regression model. From the resulting findings it was evident that the regression model was significant $sig = .000$ which is less than the critical sig value 0.05 testing at 95% confidence interval. The results also generated a F -value of 39.306 which is above the critical value of 2.76 indicating that the entire research model was statistically significant.

4.4.4 Diagnostic Tests

4.4.1 Collinearity Statistics

Table 4.11 Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Direct Participation	.720	1.388
	Indirect Participation	.720	1.389
	Financial Participation	.995	1.005

Multicollinearity occurs when two or more predictors in the model are correlated and provide redundant information about the response. Multicollinearity was tested in this study to study the possibility of the interdependence between the independent variables (predictor variables). The test was conducted through the VIF and Tolerance value statistics and the results are shown below. Findings on *Table 4.11* show VIF values which are all less than 10. With this, the study found no multicollinearity problem. The Tolerance value checks on the degree of Collinearity where a tolerance value lower than 0.1 shows that the variable could be considered as a linear combination of other independent variables. Thus, in the case of the current study, all the tolerance values are all greater than 0.1 indicating no cases of Multicollinearity.

4.4.2 Normality Tests

Table 4.12 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Direct Participation	.105	105	.007	.937	105	.009
Indirect Participation	.176	105	.000	.842	105	.008
Financial Participation	.170	105	.000	.959	105	.006

a. Lilliefors Significance Correction

As a rule of thumb for any data to be normally distributed, the Shapiro-Wilk test dictates that all the sig value should be above 0.05. From the results indicated all the variables had a sig. value of above 0.05 hence the data was from a normally distributed sample

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study on the influence of employee participation on service delivery within NCWSC. This was arrived at through the scrutiny and critical analysis of the data presented in chapter four as well as making inferences and deductions from the data. Conclusions were reached based on the information gathered and recommendations for improving service delivery within the Nairobi City Water and Sewerage Company as well as recommendations for further research.

5.2 Summary

The research was able to achieve adequate response from the employees of the Nairobi City Water and Sewerage Company. Majority of the respondents acknowledged that there has been a reduction in the number of customer complaints within the firm. The respondents also agreed that there has been increased responsiveness within the firm. The majority of the respondents also agreed there is increased efficiency within the company. Respondents also strongly agreed that employee participation has enhanced customer satisfaction within the company

5.2.1 Influence of Direct Participation

The majority of the respondents were in agreement that increased utilization of survey feedback had improved their productivity within the organization. Respondents also agreed that increased involvement in decision making within the firm led to a reduction in the number of complaints. The respondents were further in strong agreement that adoption of employee suggestions by management fosters productivity among the personnel. On the other hand there was relative agreement among respondents that they are involved in semi-autonomous work groups actively.

Respondents also were in agreement that they participate in strategic management activities within the organization.

5.2.2 Influence of Indirect Participation

Majority of the respondents strongly agreed that adoption of collective bargaining agreements by the management fostered productivity within the organization. The respondents also strongly agreed that involvement of union representatives contributed to job security which fostered productivity. Respondents were also in agreement that employee union involvement enhances employee commitment which increases productivity and efficiency. Further respondents acknowledged that adoption of performance contracts has fostered service delivery within the firm. The respondents also majorly agreed that organization goals are incorporated in the collective bargaining agreements which contribute to better service delivery.

5.2.3 Influence of Financial Participation

The majority of the respondents disagreed that they participate in determining their pension scheme decisions. The respondents also disagreed that there are allowed to have a share of the company profits. The majority of the respondents also indicated that employees within the company do not enjoy any share incentive. Majority of the respondents also agreed that they are not involved in the determination of their individual incentives within the organization. The majority of the respondents also indicated that there is no skill/knowledge based pay that is received besides their regular pay.

5.3 Conclusions

The findings of the study indicated there is a statistically significant association between employee participation and service delivery. The findings confirmed a strong positive association between direct participation through; delegation of work duty, involvement in setting up work

plans, participation in decision making, setting up of individual goals all contributed to positive increase in service delivery. The results of the study also indicated there is a weak negative influence of indirect participation and financial participation with the service delivery within the company. The study concludes that the management should seek to enhance the adoption of both indirect participation elements such as work unions and collective bargaining agreements as tool of supporting better service delivery. The organization should also adopt financial based rewards systems as tools of enhancing service delivery within the firm.

5.4 Recommendations

The study recommends employees to be assigned authority in their tasks and receive reward in case of successful service delivery. Suggestion systems should be established and individual employees should be allowed to participate (to propose) in cases related to their organizational unit beyond their tasks. When they propose useful suggestions, a proportionate reward should be given to them. After they mature and enjoy the necessary skills to participate in affairs, they should be gradually allowed to plan and make decisions in related issues. To encourage team-working and improve team performance, rewards should be changed from individual orientation towards group performance. The study further recommends that adoption of performance based pay systems would enhance institution performance. Similarly adoption of profit sharing systems would enhance effectiveness which would translate to better service delivery.

Employee participation must be possible not only in decision making, but in goal setting process. In fact organizations which enjoy empowered employees allow team work to identify their operational goals and participate in determining strategic objective. Sharing in decision rules and the goal setting process with employees, making the goals very specific and providing clear, frequent and consistent feedback regarding goal achievement to reduce uncertainty about

management expectations; will be instrumental in supporting positive service delivery. The study also recommends that the organization should enhance the capacity of work unions and work councils in participative decision making within the organization. The organization should further foster the implementation of performance contracts and collective bargaining agreements as tools of enhancing service delivery.

5.5 Suggestions for Further Research

The study should be replicated in a larger scope such as;

- i. Employee participation and organization performance within state corporations in Kenya.
- ii. Employee involvement and service delivery within devolved units in Kenya

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APPENDICES

Appendix I: Introduction Letter



KENYATTA UNIVERSITY
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NAIROBI, KENYA
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Internal Memo

FROM: Dean, Graduate School

DATE: 15th January, 2018

TO: Motieri Stanely Ontiri
C/o Public Policy and Administration Dept.

REF: C153/CTY/PT/31638/2015


SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 10th January, 2018 approved your Research Project Proposal for the M.PPA Degree Entitled, "Influence of Employee Participation on Service Delivery: A Case of Nairobi City Water and Sewerage Company, Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

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

Thank you.


ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Prof. David Minja
C/o Department of Public Policy and Administration
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Our Ref: C153/CTY/PT/31638/2015

DATE: 15th January, 2018

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

Dear Sir/Madam,

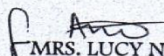
RE: RESEARCH AUTHORIZATION FOR MOTIERI STANELY ONTIRI – REG. NO. C153/CTY/PT/31638/2015.

I write to introduce Mr. Motieri Stanely Ontiri who is a Postgraduate Student of this University. He is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Mr. Motieri Stanely intends to conduct research for a M.PPA Project Proposal entitled, "Influence of Employee Participation on Service Delivery: A Case of Nairobi City Water and Sewerage Company, Nairobi City County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,


MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

AM/inn

Appendix II: Questionnaire

PART A: GENERAL INFORMATION

1) Age Bracket

Below 25 years []

25 – 35 years []

36 and above []

2) Gender

Male []

Female []

3) Education Level

O- Level []

Diploma []

Graduate []

Post graduate []

Others (Specify).....

4) Your position in the organization

Operations Department []

Finance Department []

Procurement Department []

Administration Department []

5) Number of years in this department/position

Less than 5 [] 5-9 [] 10-15 [] Over 15 []

PART B: EMPLOYEE PARTICIPATION AND SERVICE DELIVERY AT NWSSC

Please tick the level of agreement of the following statements.

Please indicate in the table with a tick (√) or a cross (×) with a scale of

5= strongly agree 4= Agree 3= Moderate Agree 2= Disagree 1= Strongly Disagree

No	Service Delivery	5	4	3	2	1
1.	There is a reduction in number of complaints by customer.					
2.	Involving personnel at the company has enhanced service reliability.					
3.	There is increased responsiveness within the company.					
4.	There is increased efficiency within the company.					
5.	Employee participation has fostered customer satisfaction within the company.					

6. From your own experience in what other ways has service delivery been affected within the company?

.....

.....

.....

No	Direct individual participation and Service Delivery	5	4	3	2	1
1.	Setting of goals by employees enhances service delivery.					
2.	Utilization of survey feedback by personnel has enhanced the delivery of services at the company.					
3.	Setting up of work plans by personnel enhances efficiency within the firm.					
4.	Increased employee involvement leads to reduction in service complaints.					
5.	Adoption of employee suggestions by management fosters productivity among the personnel.					
6.	Increased management delegation of duties fosters employee productivity and effectiveness.					

7.	I am a member of problem-solving team in the organization					
8.	I participate in strategic management meetings					
9.	I am an active member of a semi-autonomous work group in the organization					

6. From your own experience in what other ways has direct individual based participation has influenced service delivery been affected within the company?

.....

.....

.....

No	Indirect participation and Service Delivery	5	4	3	2	1
1.	Involvement of workers union in setting organization goals fosters service delivery					
2.	Involvement of union representatives ensures job security which enhances productivity of employees					
3.	Having employee representatives in the board fosters attainment of organization goals.					
4.	Increased employee union involvement enhances employee commitment which increases productivity and efficiency.					
5.	Meeting employee association agreements increases employee motivation which enhances the service delivery.					
6.	A council of elected workers representatives exists in this organization					
7.	Engaging in consultations with employees fosters involvement in decision making.					
8.	Adopting collective bargaining agreements enhances productivity within employees.					
9.	The goals of the firm are incorporated in collective					

	bargaining agreements with my employer.					
10.	Performance contracts have been introduced to foster service delivery.					

7. From your own experience in what other ways has indirect participation has influenced service delivery been affected within the company?

.....

.....

.....

No	Financial Participation and Service Delivery	5	4	3	2	1
1.	I am involved in the determination of my individual incentives provided in the organization					
2.	I participate in determining the pension scheme decisions made in the organization					
3.	Workers in this organization receive skill/knowledge based pay besides their regular salary					
4.	Workers in this organization receive performance-related pay besides their regular payments					
5.	Employees in this organization are allowed to own company shares					
6.	Sharing of profits among employees makes me more productive in this organization					

8. From your own experience in what other ways has financial participation influenced service delivery been affected within the company?

.....
.....
.....

Appendix III: Work Plan

	April	May	June	June	July
Formulation of the problem.					
Proposal writing					
Data collection					
Data analysis					
Project Writing					

Appendix IV: Budget

Printing	60000
Photocopying	30000
Travelling	14500
Airtime	10000
Research Asst.	30000
Miscellaneous	10000
Total	153500
